



**WESTBROOK CITY COUNCIL
REGULAR CITY COUNCIL MEETING AGENDA
MONDAY, FEBRUARY 2, 2026 AT 7:00 PM
WESTBROOK HIGH SCHOOL (ROOM 114)
125 STROUDWATER ST.**



MEETING INFORMATION

Start Time. This meeting will begin immediately following the Committee of the Whole Meeting, at approximately 7:00pm.

Remote Participation Option Available. This meeting will be offered as a hybrid meeting, accommodating both in-person and remote attendance, in accordance with City Council's Remote Participation Policy. Visit <https://us02web.zoom.us/j/81700741385> to attend remotely.

Administration's Position Paper. See the attached document for an overview of the Administration's position on the items listed on this agenda.

I. LAND ACKNOWLEDGEMENT STATEMENT

The Westbrook City Council understands, honors, and acknowledges that the City of Westbrook is located on the traditional and unceded homelands and waters of the Indigenous people of the Presumpscot River. We recognize that the Wabanaki people have been displaced by the advancement of colonization, yet have belonged to this land for countless generations and thousands of years, and their presence continues in Maine to this day.

II. ROLL CALL

III. PLEDGE OF ALLEGIANCE

IV. APPROVAL OF MINUTES

V. MAYOR'S MESSAGE

Personal Property Outreach - *Presented by Sara Larity, Field Appraiser*

Update on GPCOG Brownfield Assessment Grant - *Presented by Robyn Saunders, Project Manager*

VI. CITY COUNCIL MESSAGES

VII. STUDENT REPRESENTATIVE UPDATE

VIII. PUBLIC COMMENT

IX. UNFINISHED BUSINESS

X. ORDERS OF THE DAY (SECOND AND FINAL READING)

Order 2026-06	Authorizing Task Order No. 7 with Credere Associates Regarding Topographic Survey for Riverwalk North Project
Order 2026-07	Authorizing Agreement for Health and Wellness Screenings

XI. NEW BUSINESS

Business Licenses

Approving Liquor License for Lenny's at Hawkes Plaza located at 1274 Bridgton Road (*Requires a public hearing on February 2, 2026*)

Approving Liquor License for Ocha Thai located at 100 Larrabee Rd., Suite 310 (*Requires a public hearing on February 2, 2026*)

Resolves (One Reading Required)

Resolve 2026-06	Endorsing the City of Westbrook's Community Development Block Grant (CDBG) Applications for Program Year 2026
Resolve 2026-07	Approving Reappointments to the Recreation & Conservation Commission

Orders (One Reading Required)

Order 2026-08	Authorizing Acceptance & Expenditure of 2026 Maine eCitation Printer Equipment Grant
---------------	--

Orders (Two Readings Required)

Order 2026-09	Confirming Emergency Expenditure for Replacement Fire Department Gas Meters
Order 2026-10	Confirming Emergency Expenditure for HVAC Repairs at the Public Services Facility
Order 2026-11	Confirming Emergency Expenditure for HVAC Repairs at the Walker Memorial Library
Order 2026-12	Authorizing Policy Development Services Agreement for the Landslide Vulnerability Project

XII. PUBLIC COMMENT

XIII. REFERRALS

Request to refer "Friends of Warren Recreational Area Introductions & Update" to the Facilities & Streets Committee

Request to refer "Cannabis Dispensary Zoning Regulations" to the Housing & Economic Development Committee

XIV. COMMITTEE REPORTS

Included below is the list of items previously referred to City Council Committees for review. These items are included on the agenda for reference only, and to allow Committee Chairs to provide status updates to the City Council.

Committee of the Whole
Residential Landlord Registration
Remote Participation Policy

Facilities & Streets Committee
Austin Street Extension
Central Street Traffic Concerns
Establishment of Memorial Area
Haskell Street Traffic Calming
Policy on Establishing Memorial Areas

XV. EXECUTIVE SESSION

Request to enter into Executive Session pursuant to 1 M.R.S. Section 405-6(C) for discussion concerning the condition, acquisition, or use of real property permanently attached to real property or interest therein or disposition of publicly held property or economic development where premature disclosure of the information would prejudice the competitive or bargaining position of the City and pursuant to 1 M.R.S. Section 405-6(E) for consultations between a body or agency and its attorney concerning the legal rights and duties of the body or agency, pending or contemplated litigation, settlement offers and matters where the duties of the public body's or agency's counsel to the attorney's client pursuant to the code of professional responsibility clearly conflict with this subchapter or where premature general public knowledge would clearly place the State, municipality or other public agency or person at a substantial disadvantage. The following individuals are invited to attend: Mayor, City Administrator, City Clerk, Director of Planning & Code Enforcement, Director of Public Services, Interim Director of Economic & Community Development, Deputy Director of Economic & Community Development, Student Representatives, and Legal Counsel.

XVI. ADJOURNMENT



David Morse
Westbrook Mayor
2 York Street
Westbrook, Maine 04092
Phone/Fax: 207-591-8110
Email: mayor@westbrook.me.us

MAYORS OFFICE

To: Honorable City Council
From: Angela Holmes, City Administrator
Date: January 30, 2026
Subject: Position Paper for Regular City Council Meeting on February 2, 2026

ORDERS OF THE DAY

- 2026-06 This authorizes the Mayor or designee to enter into Task Order No. 7 with Credere Associates for an amendment and update to the City's 2015 comprehensive topographic survey related to the Riverwalk North project for a total cost of \$36,100. Credere Associates serves as the City's Qualified Environmental Professional and project manager for the Riverwalk North project, and will engage with subcontractor Owen Haskell, Inc. of Falmouth, ME to conduct the survey work. Initially, the Credere design team sought to use an existing topographical survey from 2015. However, since the original survey, a wetland and invasive species assessment has been completed, physical changes within the floodplain have occurred, and regulatory updates have taken place, requiring updates to the existing survey. Funds for this survey update are available in the Riverwalk North project budget. This item is supported by the Administration and is in order for final Council action.
- 2026-07 This authorizes the Mayor or designee to enter into an agreement with Sigma Tactical Wellness of Austin, TX for health and wellness screenings for public safety department personnel at a cost not to exceed \$41,000. These health and wellness screenings are primarily funded through the Maine Department of Public Safety grant funds for Regional Public Safety Health and Wellness Program, as approved by Council Order 2025-114. As outlined in the enclosed memo from Fire Chief Stephen Sloan, these screening programs are designed to identify potential health concerns faced by our first responders. The conditions of the grant funds allow up to \$2,000 per participant for screening costs. Given the menu of health and wellness screening options available to staff, any difference beyond the \$2,000 initial allocation will be paid through the Medical Exam line in the Fire Department's operating budget for Fire personnel, and through the Federal Forfeiture line for Police Department personnel. There is no anticipated additional local share needed for Dispatch personnel, based upon a survey of staff members. The total expenditure to Sigma Tactical Wellness is not to exceed \$41,000. These screenings are supported by the Administration, and are in order for final Council action.

NEW BUSINESS

Business Licenses

This is a **public hearing** on an application for a State Liquor License submitted by Lenny's at Hawkes Plaza, located at 1274 Bridgton Road. This is an existing business under the new ownership of Jill Piker, Adam Steinman, and Susan Ericson. The Police Department has reviewed this application and has no objections to license issuance following the public hearing and approval by City Council. Notice of the public hearing was posted in City Hall and on the City's website and was published in the Portland Press Herald on January 22, 2026. The license issuance is supported by the Administration, and following the public hearing, is in order for final Council action.

This is a **public hearing** on an application for a State Liquor License submitted by Ocha Thai, located at 100 Larrabee Road, Suite 310 (previously Phoeve Maine). This business is owned by Brian & Sysangvon Beardsley. The Police Department has reviewed this application and has no objections to license issuance following the public hearing and approval by City Council. Notice of the public hearing was posted in City Hall and on the City's website and was published in the Portland Press Herald on January 22, 2026. The license issuance is supported by the Administration, and following the public hearing, is in order for final Council action.

Resolves (One Reading Required)

2026-06 This endorses four (4) applications for the Cumberland County Community Development Block Grant (CDBG) program for Program Year 2026. The City is allowed to submit up to two (2) applications for Westbrook-based projects, either for City-led projects or on behalf of a Westbrook-based non-profit, and may co-sign on the submission of an unlimited number of multi-jurisdictional applications that benefit our community. This year, the City intends to submit applications for two Westbrook-based projects: (1) an application for \$200,000 for the City's Riverwalk South pedestrian lighting project, and (2) an application for \$75,000 on behalf of the Intercultural Community Center located on Patrick Drive for a language support program for low-income families. The City also intends to act as the lead applicant for two multi-jurisdictional applications, both of which support local nonprofit programming to enhance housing support for low-income adults and children, as follows: (1) an application for \$75,000 on behalf of Furniture Friends, submitted in coordination with the Towns of Freeport and Scarborough, and (2) an application for \$50,000 on behalf of Project Home, submitted in coordination with the Towns of Scarborough and Windham. These applications are supported by the Administration, and are in order for first and final reading.

2026-07 This approves the Mayor's reappointment of two individuals to the Recreation & Conservation Commission (Matthew Brunner and Warren Lain) for three-year terms expiring on December 31, 2028. These reappointments are supported by the Administration, and are in order for first and final reading.

Orders (One Readings Required)

2026-08 This authorizes the acceptance and expenditure of a 2026 Maine eCitation Printer Equipment Grant in the amount of \$2,400 to apply toward the purchase of four (4) cruiser printers. This grant is made available through the Maine Bureau of Highway Safety and allows officers to print tickets and other documents while on the road, saving valuable staff time. The total cost of these printers is \$2,551.96, and the difference will be covered utilizing Federal Forfeiture Funds. While grants under \$5,000 would typically be reported to Council through the quarterly Unappropriated Funds report, grants issued from federal funds have special reporting requirements necessitating separate authorization. The acceptance and expenditure of this grant and purchase of the printers is supported by the Administration, and is in order for final Council action.

Orders (Two Reading Required)

2026-09 This confirms an emergency expenditure of \$20,607.85 for three (3) MSA Altair 5X multi-gas meters and associated calibration equipment from Bergeron Protective Clothing of Epsom, New Hampshire. These gas meters are a tool to detect and monitor hazardous atmospheric conditions. These meters were scheduled for replacement as part of a future Capital Improvement Program budget but recently stopped functioning and required immediate replacement. Funds for these gas meters are available within the Fire Equipment Reserves and the FY 26 Fire operating budget. This emergency purchase is supported by the Administration and is in order for first reading.

2026-10 This authorizes contracts with ABM Mechanical of Westbrook, Maine in the amount of \$43,688.00 and Maine Controls of Portland, ME in the amount of \$11,350.00 for emergency repairs to the Public Services Facility HVAC system. This work was authorized under the emergency purchasing provision of the City's purchasing policy and the work is currently being performed. In late December, a large hole occurred in boiler 2 in the facility, blowing the cover off the boiler and shutting the system down. The issue was evaluated with our maintenance vendor, Patriot Mechanical and considered a heat exchanger replacement on the single unit. This cost was bid at just over \$16,000 with the concern that boiler 1 could suffer a similar issue in the near future. Ultimately, the decision was made to replace both boilers due to a poor maintenance history on the Bosch boilers (discontinued from manufacturer shortly after our installation). In order to facilitate the change over, we also upgraded the HVAC control system to a Tridium Jace controller as the original control system is no longer supported for use. The upgraded controls were slated for inclusion in the FY 2027 CIP but this item has been prioritized to avoid reprogramming the system twice. Funds are available in the Public Services Building Reserve account. This emergency expenditure is supported by the Administration and is in order for first reading.

- 2026-11 This authorizes a contract with Patriot Mechanical of Gorham, ME for the amount of \$43,636.00 for emergency repairs to the HVAC system in the historic section of the Walker Memorial Library. In December, the heat pump condenser compressor failed and caused damage to the control board. The condenser has been rendered inoperable and needs to be replaced. Department staff solicited quotes from area vendors with Patriot Mechanical offering the lowest cost for the work. The equipment has been ordered and the work will be scheduled after delivery. Because the condenser is a vital component to the building's heating system, library staff has been experiencing indoor temperatures in the 50's and low 60's while we wait for repair. Funds are available in the Library Capital Reserve account. This emergency expenditure is supported by the Administration and is in order for first reading.
- 2026-12 This authorizes an agreement with Camoin Associates, Inc. of Richmond, VA (with local representatives in Scarborough, ME) in an amount not to exceed \$90,000 for policy development services related to the Landslide Vulnerability Assessment project. As outlined in the enclosed memo from Project Manager Robyn Saunders, this public policy development, analysis & communication component is the final phase of a multi-year project following the 2020 Presumpscot River Landslide to understand and mitigate hazards associated with landslide susceptibility for municipalities within the Presumpscot River corridor (Westbrook, Portland, Falmouth, Windham, Gorham, and Standish). This project is being funded through Congressionally Directed Spending through the Maine Emergency Management Agency, with State-level matching funds provided by MaineDOT's Infrastructure Adaptation Fund. Ms. Saunders will be available on Monday evening to answer any questions relating to this policy development agreement or the Landslide Vulnerability Project. This item is supported by the Administration and is in order for first reading.

EXECUTIVE SESSION

This is a request to enter into an Executive Session pursuant to 1 M.R.S. Section 405-6(C) for discussion concerning the condition, acquisition, or use of real property permanently attached to real property or interest therein or disposition of publicly held property or economic development where premature disclosure of the information would prejudice the competitive or bargaining position of the City and pursuant to 1 M.R.S. Section 405-6(E) for consultations between a body or agency and its attorney concerning the legal rights and duties of the body or agency, pending or contemplated litigation, settlement offers and matters where the duties of the public body's or agency's counsel to the attorney's client pursuant to the code of professional responsibility clearly conflict with this subchapter or where premature general public knowledge would clearly place the State, municipality or other public agency or person at a substantial disadvantage.

We request that the following individuals be invited to attend: Mayor, City Administrator, City Clerk, Director of Planning & Code Enforcement, Director of Public Services, Interim Director of Economic

& Community Development, Deputy Director of Economic & Community Development, Student Representatives, and Legal Counsel.



CITY OF WESTBROOK, MAINE
IN CITY COUNCIL

Date: February 2, 2026

Order: 2026-06

Authorizing Task Order No. 7 with Credere Associates Regarding Topographic Survey for Riverwalk North Project

That the Westbrook City Council hereby authorizes the Mayor or designee to enter into Task Order No. 7 with Credere Associates, of Westbrook, ME at a total cost of \$36,100 for a topographic survey to be conducted by Owen Haskell, Inc. relating to the Riverwalk North Project, as outlined in the attached exhibit.

Funds available in budget line 22001000-58900-G2402 (Riverwalk North Expenditures)

First Reading: January 12, 2026

Second and Final Reading: February 2, 2026

Attest:

City Clerk

Mayor



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

REQUEST FOR COUNCIL ACTION

PROPOSED TITLE: Authorizing Task Order No. 7 with Credere Associates Regarding Topographic Survey for Riverwalk North Project

REQUESTED BY: ROBYN SAUNDERS

DATE: 2/2/2026

SUMMARY:

As part of advancing the Riverwalk North project, the City must complete a comprehensive topographic survey to support final design and permitting. Although the design team initially sought to rely on an existing survey completed in 2015 for a prior preliminary design, that dataset has proven insufficient due to identified limitations and data gaps. These gaps are the result of newly completed wetland and invasive species assessments, physical changes within the floodplain since 2015, and updated regulatory requirements. The proposed survey work involves challenging terrain, including steep slopes, dense vegetation, and muddy or sinking soils, which significantly increases the level of effort and preparation required. This survey is paramount to advancing the Riverwalk North project through design and permitting.

Task Order No. 7
Scope of Services, Budget and Time
Schedule

CONTRACT DATED:	January 7, 2025
GRANT NO.:	4B00A01199-0
PHASE NAME:	Phase 1 – Topo Survey
SITE NAME & LOCATION:	Riverwalk North, Westbrook, Maine

A. SCOPE OF SERVICES

The Riverwalk North project aims to revitalize an underused area along the Presumpscot River in downtown Westbrook by creating usable, public riverwalk that integrates the north side of the river with downtown areas on the opposite side. The project will offer recreational and educational opportunities with a focus on the river and cultural elements.

TASK 3: CONCEPTUAL DESIGN

Subtask 1: Topographic Survey

Topographic survey is currently available from previous work completed by Sebago Technics. This survey will be amended using current Site conditions and to compliment the new conceptual design.

B. TIME SCHEDULE

Credeire's team is committed to meeting all project milestones and site cleanup tasks developed within the cooperative agreement period. Credeire's assumptions of the general project phasing/schedule are shown below:

Task 3 – Conceptual Design

Topographic Survey

February 2026

C. BUDGET

All work will be completed on a Firm Fixed Price basis. Invoices will be submitted on a monthly basis based on percent of work completed in that period.

Task 3: Conceptual Design


Subtask 1 – Topographic Survey.....\$36,100

Total Budget \$36,100

IN WITNESS WHEREOF, CITY OF WESTBROOK and CREDERE ASSOCIATES, LLC
have caused this Task Order No.7 to be duly executed:

CITY OF WESTBROOK:

By:

 _____

NAME: Angela Holmes

Title: City Administrator

Date: _____

CREDERE ASSOCIATES, LLC:

By:  _____

NAME: RIP PATTEN

Title: Vice President



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

Date: February 2, 2026

Order: 2026-07

Authorizing Agreement for Health and Wellness Screenings

That the Westbrook City Council hereby authorizes the mayor or his designee to enter into an agreement with SIGMA Tacticle Wellness to provide health and wellness screenings at a cost not to exceed \$41,000.

Funds available in the following lines: 22001000-58900-G2602 (Misc Expenditures - Public Safety Health and Wellness Grant), 10002210-52902 (Fire Medical Exams), 21002110-58900-02115 (Police Federal Forfeiture)

First Reading: January 12, 2026

Second & Final Reading: February 2, 2026

Attest:

City Clerk

Mayor



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

REQUEST FOR COUNCIL ACTION

PROPOSED TITLE: Authorizing Agreement for Health and Wellness Screenings

REQUESTED BY: Steve Sloan

DATE: 2/2/2026

SUMMARY:

Please see attached Memo

January 8th, 2026

To: Honorable City Council
David Morse, Mayor
Angela Holmes, City Administrator

From: Steve Sloan, Chief of Department

RE: Authorization for an agreement with Sigma Tactical Wellness and Guiding Light Behavioral Health

The Westbrook Fire Department respectfully requests authorization for the Mayor or his designee to enter into an agreement with Sigma Tactical Wellness to provide health and wellness screenings at a cost not to exceed \$41,000. This will cover the cost of screenings for 50 employees of the Fire, Police and Communications Department.

Westbrook Public Safety was awarded a total of **\$31,461.46**, allocated as follows:

	Cost	Grant Award	Local Share
Fire Department	\$24,609	-\$15,856	\$8,754
Police	\$14,442	-\$13,907	\$534
Communications	\$1,698	-\$1,698	\$0

These programs are specifically designed for first responders and are intended to identify potential health and behavioral health concerns before they become career-ending or life-threatening. Numerous studies have demonstrated that first responders face an increased risk of cardiovascular events due to the high-stress, high-intensity nature of their work. Notably, more than half of line-of-duty deaths among first responders are cardiac-related.

This funding represents a critical investment in the health, safety, and overall wellbeing of our public safety workforce. Accordingly, we respectfully request formal approval from the City Council to enter into said agreement.

Funds are available in the following accounts:

Fire Department- 10002210-52902- Medical Exam

Police Department- 21002210-58900-02115- Federal Forfeiture



Point of Contact Manual



TABLE OF CONTENTS

Phase 1: Lab Draws	Page 3 & 4
Phase 2: On Site Screening	Page 5 - 10
• Signups	• Page 5
• Time Requirements	• Page 6
• Space Requirements	• Page 7 & 8
• SIGMA Equipment	• Page 9
• Exercise Equipment	• Page 10
Phase 3: Registered Dietician	Page 11
Point of Contact 411 List	Page 12
Test Results & Data	Page 13

IN ORDER TO MAKE OUR PROGRAM A SUCCESS FOR EVERYONE, BELOW ARE SOME THOUGHTFUL TOPICS FOR CONSIDERATION AS WE PLAN AHEAD

PHASE 1: LAB DRAWS

The lab draws take place about three to five weeks prior to the on-site portion of the program. Each individual looking to participate must complete a lab draw to be eligible for the on-site screening.

Important considerations:

- Individuals must be fasting for at least 8 hours prior to blood draw
- Caffeine is not allowed in the fasting window
- Staying well hydrated with water while fasting is highly encouraged
- In states where applicable, any participant who cannot make the lab draw on site may schedule an appointment at a Quest Patient Service Center (PSC) for a \$25-35 fee (payable by department or individual).



LAB DRAW TIMELINE:

- Step 1: Determine scheduling timeline with Operations Manager
- Step 2: Launch department landing page which includes signup links and necessary information
- Step 3: Participants register for desired appointment time
- Step 4: Quest/Cleveland Heart Lab ships necessary supplies to location prior to lab draw
- Step 5: Lab draw takes place

In order to host a lab draw on site Cleveland Heart Lab requires a minimum of 30 participants. For departments smaller than this, the PSC fee will be waived.

Time & Space Requirements:

- One medium private room (conference room, small classroom or training room)
- Internet access for the lab draw team to check in patients
- Each appointment is about 5-10 minutes in length
- Generally 50 participants per session (7:00am-12:00pm)
- Afternoon sessions approved on a case by case basis by Quest/CHL.

CHL requires a minimum notice of 30 days from SIGMA for any requested dates. Requests are not guaranteed.

PHASE 2: ON SITE SCREENING

Anyone who participated in the lab draw will automatically receive an email invitation to sign up for the on site screening.

Email invitations will go out within 24-48 hours of the lab draw completion

- If your department hosts a lab draw on a Friday invitations will go out the next Monday or Tuesday
- If your department was only offering Quest PSC lab draws, the invitations will go out after the last lab draw appointment is completed.

The on site screening typically take place 3-5 weeks after the lab draw completion date to ensure all lab results are back prior to appointments.

What Takes Place:

- Carotid Ultrasound (CMT)
- Stress Test - EKG & Metabolic Analysis
- Telehealth consultation with health & performance expert
- Telehealth consultation with an advanced practitioner.

TIME REQUIREMENTS

- 1 day = maximum 20 participants
- Number of days offered will be determined by the final headcount at the lab draw
- Each appointment is about 1 hour & 20 minutes total with the exercise portion averaging about 5 minutes
- Appointments are typically offered between 7:40am-3:00pm
- The SIGMA team arrives on site 45 minutes before first patient checks in each day

Special Considerations:

- The SIGMA team requires access to the screening location the day before screens start to set up (1-2 hours)
- Due to limited time at any given agency, we cannot guarantee a makeup appointment for anyone that misses his/her scheduled appointment.
- If a patient needs to reschedule within 24 hours of his/her appointment there is a \$25 fee (waived for work related reasons)

SPACE REQUIREMENTS

Station 01: Carotid Ultrasound

- Small-medium (semi private) space visually blocked (ex. conference room)
- Needs to be able to fit a portable reclining chair, ultrasound machine & computer setup
- SIGMA needs 1 table & 1 chair

Station 02: EKG & Metabolic Testing

- Small-medium (semi private) space (ex. conference room or classroom)
- Needs to be able to fit an exercise bike, testing equipment & computer setup
- SIGMA needs 2 tables & 2 chairs

Station 03: Telehealth consultation with a health & performance expert

- Small (private) space (ex. office or interview room)
- Needs to be able to fit a computer setup
- SIGMA needs 1 table & 1 chair

Station 04: Telehealth consultation with an advanced practitioner

- Small (private) space (ex. office or interview room)
- Needs to be able to fit a computer setup
- SIGMA needs 1 table & 1 chair

SPACE REQUIREMENTS ctd.

Stations 1 & 2 may be combined in one large room (such as a training room or classroom) if you are able to provide a visual barrier between the two stations. It is not recommended to do the same with stations 3 & 4 but is possible under approved circumstances.

All four stations must be indoors in a temperature controlled space as our equipment does not do well in extreme settings.

There will need to be internet access available at all stations either via wi-fi or hard-lined as well as cell service.

The SIGMA team communicates via Google Drive so please ensure your IT department does not block access.



SIGMA EQUIPMENT

SIGMA will bring in 95% of our necessary gear and equipment which includes but not limited to: computer desktops, an ultrasound machine, EKG and metabolic testing equipment, and other disposables.

Gear will either be shipped in on a pallet prior to screening or delivered by a team member if SIGMA is screening locally prior. At the end of the screening all of the gear will either be driven locally to the next location or a freight pickup will be arranged to retrieve the pallet.

Other disposables may also need to be shipped in via medical providers, Amazon or other local stores. This will be communicated prior to delivery.

EXERCISE EQUIPMENT

An exercise bike is the one piece of equipment that SIGMA does not travel with. If there is one that can be resourced, please let SIGMA know or one will be provided.

Approved Exercise Bikes (speed & manual resistance)



NOT Approved Exercise Bikes



PHASE 3: REGISTERED DIETICIAN

As part of our program, all individuals will have the opportunity for a free call with a registered dietician through the 4myheart program. Participants must schedule this call on their own but will be provided the resources to do so.

Benefit from the 4myheart program

**You'll get the individualized
support of a Clinical Educator,
who can help you:**

- Learn about your tests and what the results mean
- Set lifestyle goals to help improve your heart health
- Develop a personalized action plan
- Follow the treatment plan prescribed by your healthcare provider
- Connect you with additional programs available online through the **Cleveland Clinic Wellness Institute**

Living
4myheart®

The heart health program based on your
advanced cardiovascular testing

SIGMA Tactical
Wellness



POINT OF CONTACT 411

Sales

Craig Bettis, Western Region Director of Sales
Vince Pallozzi, Easter Region Director of Sales

cbettis@telemed2u.com
vpallozzi@telemed2u.com

970-390-0628
740-751-6430

Operations & Contracting

Kat Kinneary, Sr. Operations Manager
Michelle Harkins Carter, Operations Coordinator
Matt Glendining, Lead Metabolic Technician

kkinneary@telemed2u.com
mcarter@telemed2u.com
mglendining@telemed2u.com

516-784-6535
734-564-4492
970-376-1434

Patient Scheduling

Mia William-Kency, Administrative Assistant

mwilliamskency@telemed2u.com

512-553-2302

SIGMA General Contact

Email: sigmasupport@telemed2u.com

Phone: 904-474-4622



TEST RESULTS & DATA

SIGMA operates under strict guidelines to remain compliant with HIPAA.

All participants will have a patient portal on SIGMA's electronic medical record system, AdvancedMD.

- All results and patient information will be stored in this electronic medical record system
- Any participants who screened with SIGMA previously will have their old results uploaded as well
- Any necessary makeup telehealth calls will be hosted through AdvancedMD

Aggregate data reports will be available once all screenings are completed. They will be released pending payment of the invoice in full.



SERVICES AGREEMENT

This Services Agreement ("**Agreement**") is entered into as of 12-02-2025 (the "**Effective Date**") by Westbrook Fire & Police Department ("**Client**") and Telemedicine Group, DE LLC ("**Sigma**"). Client and Sigma may be referred to individually as a "**Party**" and collectively as the "**Parties**." The Parties agree as follows:

1. **SIGMA'S SERVICES.** Sigma will perform the services as specified in **Exhibit A** (collectively, the "**Services**").

2. **BILLING, TAXES, AND INSURANCE**

2.1. As consideration for the Services provided, Client shall pay Sigma fees in accordance with the fee schedule set forth in **Exhibit A ("Fee Schedule")**. Unless otherwise provided in the Fee Schedule, Sigma will invoice Client for the Services provided, and Client shall pay Sigma's invoices within thirty (30) days of receipt of invoice. Any late payment will be subject to an interest penalty of the lower of: (a) one percent (1.0%) per month or (b) the maximum rate permissible by law, until paid in full. Client shall complete the Account Set-up Form attached hereto as **Exhibit B** and provide other billing information requested by Sigma.

2.2. Client is responsible for payment of all taxes (including without limitation sales tax) imposed by any federal, state or local governmental entity on the transactions contemplated by this Agreement, excluding only Sigma's income taxes.

2.3. Both Parties shall maintain at their sole cost and expense during the term of this Agreement adequate insurance customary to each Party's operations. Each Party shall furnish to the other Party, at such Party's request, certificates of insurance or other adequate evidence of coverage.

3. **CLIENT'S OBLIGATIONS**

3.1. Client shall (i) allow Sigma to conduct presentations and workshops to educate Client and its workforce regarding the services offered by Sigma; (ii) be responsible for providing, at no cost to Sigma, all equipment, facilities, supplies, utilities, including high-speed internet and telephone service, and other services as Sigma shall reasonably determine from time to time to be necessary for the performance of Services. Client shall consult and collaborate with Sigma with respect to operational needs related to equipment, facilities, supplies, utilities, and other services to be provided pursuant to this Section.

3.2. Client shall be solely responsible for ensuring that all required patient consents and/or acknowledgments are obtained and documented in accordance with best practices and applicable laws and shall inform Sigma immediately of all communications received from regulatory authorities, notices of claims or potential claims related to any Services, and forward any written communications related thereto to Sigma.

4. **COLLABORATION.** Client will meet with Sigma from time to time as requested to collaborate and coordinate on the delivery of the Services.

5. **QUALITY AND COMPLIANCE**

- 5.1. Each Party shall comply with all applicable laws and regulations in effect.
- 5.2. Client agrees to maintain books, records and accounts relating to the receipt of the Services, and Sigma and its auditors shall be provided reasonable access to such books, records, and accounts and the right to perform a limited business review to verify compliance with this Agreement.
- 5.3. The Parties agree that it is not the intent or purpose of this Agreement, and no part of this Agreement shall be construed, to induce or encourage the referral of individuals to any particular health care provider for the furnishing or arranging for the furnishing of any health care item or service or ordering of any health care item or services. The Parties acknowledge that there is no requirement or any other agreement, explicit or implied, under this Agreement for a Party to refer individuals to any provider for health care items or services. Additionally, no payment made under this Agreement shall be in return for the referral of individuals in return for the purchasing, leasing, or ordering of any items or services from Sigma or any affiliates of Sigma. Neither Party will make payments or seek other remuneration under this Agreement which would be prohibited by law. It is the intent of the Parties to establish an independent business relationship which complies with applicable law. The compensation payable under this Agreement is based solely on the fair market value for the Services provided.
- 5.4. Nothing in these terms and conditions shall be construed as permitting Client to exercise control over the professional judgment or professional methods of Sigma and its professionals.

6. INTELLECTUAL PROPERTY

- 6.1. Sigma owns all right, title and interest (including patent rights, copyrights, trade secret rights, mask work rights, trademark rights, and all other intellectual property rights of any sort throughout the world) in and to the Services and documentation and derivative works thereof. Any use by Client of Sigma's then-current names, marks, logos, and other identifiers for the Services (i) requires Sigma's prior written approval, (ii) shall comply with Sigma's standards and usage guidelines for such use, and (iii) shall cease upon expiration or termination of this Agreement.
- 6.2. Client agrees to comply with Sigma's branding guidelines with respect to the Services. Client shall not issue any press releases or similar public communication relating to this Agreement or the Services without the prior written approval of Sigma.
- 6.3. Client acknowledges on behalf of itself and its affiliates that Sigma and its affiliates possess certain existing intellectual property independently developed by Sigma and its affiliates and which relate to their business operations, including but not limited to proprietary methods and management tools to support the activities of such business operations, which shall remain the exclusive property of Sigma and its affiliates. The Parties agree that any improvements, modifications or developments to such intellectual property during the course of providing any Services shall be the exclusive property of Sigma and its affiliates.

- 6.4. Client acknowledges and agrees the Services and any other deliverables provided pursuant to this Agreement constitute part of Sigma's proprietary information, and except for any rights expressly granted herein, Client retains ownership of the Services and deliverables to the fullest extent permissible under applicable law. The Services and all other rights with respect to any intellectual property developed, delivered, or utilized by Sigma in connection with the Services is the exclusive property of Sigma and such intellectual property shall not be deemed to be "works made for hire." To the extent any of Sigma's or its affiliates' intellectual property is embodied or contained in any deliverables or work product hereunder, Sigma shall grant only grant a non-exclusive license to Client for the intended and ordinary use during the term of this Agreement, which use expressly excludes resale or distribution. Nothing herein shall cause or imply any sale, license, or other transfer of proprietary rights of or in any third-party software or materials from one party of this Agreement to the other.

CONFIDENTIALITY

7. 7.1. The Parties shall each take all reasonable efforts to ensure that this Agreement and any information related to the business, plans, technology, products or other information of the other Party acquired by virtue of this Agreement shall be kept confidential and shall not be disclosed or made use of except as necessary for the acquiring Party to perform its obligations under this Agreement. The provisions of this clause shall not apply to the extent that the information (i) is required to be used or disclosed to comply with applicable laws or regulations or with a court order, (ii) was in the public domain prior to its use or disclosure, (iii) was independently developed or discovered without use of the other Party's confidential information, or (iv) was revealed by a third party having no obligation of confidentiality with regard to the information.
- 7.2. The Parties shall protect the privacy of all patient health information in accordance with the Privacy and Security Rules promulgated under the Health Insurance Portability and Accountability Act ("HIPAA") as well as other applicable federal and state laws. A Party having knowledge of any unauthorized or improper uses or disclosures made while performing hereunder shall promptly report such unauthorized use or disclosure to the other Party.

8. DISCLAIMERS AND LIMIT OF LIABILITY

- 8.1. SIGMA DISCLAIMS ANY REPRESENTATION OR WARRANTY, EXPRESS OR IMPLIED, THAT (I) THE RESULTS OF THE SERVICES SHALL BE FIT FOR ANY PARTICULAR PURPOSE, OR (II) THE SERVICES WILL PRODUCE A PARTICULAR RESULT OR BE 100% SUCCESSFUL OR ACCURATE.
- 8.2. In the event of any deficiently performed Services, Client's sole remedy against Sigma in such instance shall be for Sigma to re-perform the Services at its own cost, and Sigma's total liability to Client (whether for breach of contract, negligence or otherwise) with respect to the Services under the Agreement shall be limited to the revenue it received from Client during this Agreement. Except for damages arising out of willful or reckless conduct or a violation of applicable law, neither Party shall be liable to the other for indirect, incidental, consequential, exemplary or special damages, including without limitation damages for lost profit, regardless of the form of action, whether contract, warranty, strict liability or tort.

8.3. Client represents and warrants that, as of the Effective Date and during the term of this Agreement: (i) Client possesses and agrees to maintain all licenses, registrations and approvals necessary for its performance of this Agreement, and (ii) Client is not precluded by any contract or other obligation from entering into or performing under this Agreement.

9. TERM AND TERMINATION

9.1. The initial term of this Agreement commences on the Effective Date and terminates upon the completion of the Services or 12-31-2026, whichever occurs first.

9.2. Either Party may terminate this Agreement without cause upon sixty (60) days' prior written notice. A Party may terminate this Agreement upon providing the other Party written notice of breach of this Agreement by the other Party, if the other Party fails to cure the breach within fifteen (15) days of receiving the notice of breach. In the event of termination of this Agreement, all compensation for Services performed prior to the date of termination shall be payable to Sigma in accordance with this Agreement. All obligations of a Party set forth in this Agreement that by their nature continue beyond expiration, termination, or cancellation of this Agreement (including, without limitation, the warranties, indemnification obligations, confidentiality requirements and ownership and property rights) shall survive any such expiration, termination or cancellation shall survive this Agreement for any reason.

10. **NOTICES.** Any notices, demands or consents required or permitted under this Agreement ("**Notices**") shall be in writing in English, addressed as set forth below, and deemed effectively given: (a) upon personal delivery (with signature evidence of delivery); (b) upon delivery confirmation if sent by prepaid first class registered or certified mail (return receipt requested), or by an internationally-recognized express courier service (providing evidence of delivery); or (c) upon the date of transmission (or the next business day, if it is not a business day), if sent by facsimile or email.

If to Sigma: Telemedicine Group DE, LLC

P.O. Box 138204

Sacramento, CA 95813-8204

If to Client: Westbrook Public Safety

570 Main Street


Westbrook, ME 04092

1. **MISCELLANEOUS.** The Parties shall be independent contractors in their performance under this Agreement. This Agreement (including the exhibits attached hereto) constitutes the entire agreement between the Parties with regard to the subject matters hereof and may not be amended or modified without each Party's agreement in writing. Neither Party may assign or transfer this Agreement and/or the rights and obligations hereunder except that Sigma may assign this Agreement to its affiliates or in connection with the transfer or sale of all or substantially all of its

assets, or the assets which are the subject matter of this Agreement, or its merger with another entity. Subject to the foregoing, this Agreement shall be binding upon, and inure to the benefit of, the successors, representatives and permitted assigns of the Parties hereto. This Agreement shall be governed by and construed in accordance with the laws of the State of Texas, without regard to its conflicts of laws provisions. Except as otherwise expressly provided herein, the provisions of this Agreement are for the benefit of the Parties hereto and not for any other person or entity.

Signature page follows

Telemedicine Group DE, LLC

By:  _____

Name: Dr. Ravi Patel

Title: President

Date: 12-02-2025

CLIENT

By: Steve Sloan

Name: Steve Sloan

Title: Fire Chief

Date: 12-02-2025

Exhibit A

SERVICES

The following shall constitute the “**Services**” for purposes of this Agreement:

- The provision of cardiovascular and metabolic screening to Clients’ workforce members and/or their beneficiaries. Each such screening scheduled to be provided by Sigma to one of Client’s workforce members and/or their beneficiaries is herein referred to as an “**Encounter**”).

FEE SCHEDULE

Client shall for members of the Westbrook Fire & Police Department only, pay Sigma **[\$849] [\$849 to be paid for each individual participant]** for each OnSite cardiovascular and metabolic screening associated with an Encounter that is either:

- Fully rendered by Sigma;
- Initiated but not fully rendered at the request or demand of Client or the workforce member/beneficiary; or
- Not fully rendered by Sigma due to the health condition of the workforce member/beneficiary at the time of presenting for the screening.
- Not rendered by Sigma due to the Encounter being canceled by Client, or the workforce member/beneficiary, within 24 hours of the date and time the screening was scheduled by Sigma to be provided;
- Lab draw completed on individual and no show or appointment cancelled less than 24hrs prior to screening appointment.

Each of the above Encounters shall be deemed a “**Payable Encounter**” for purposes of this Agreement.

Maximum Budget not to exceed: 47 participants

Client shall be invoiced and will prepay Sigma for the number of scheduled or reasonably anticipated cardiovascular and metabolic screenings to be provided by Sigma based on the number of Encounters. Invoicing will be sent immediately after lab draws are completed. Sigma will refund Client for any amounts prepaid by Client for any Encounter that after the completion of the Services does not qualify as a Payable Encounter, promptly upon termination of this Agreement. Final aggregate data report will be delivered within 7 days of receipt of payment and completion of program. (Note: some data may not be available when enrollment numbers are low due to participant privacy concerns)

Labs drawn at a Patient Service Center (PSC), outside of pre scheduled department lab draws will incur an additional fee of \$25 per participant to be paid by:

☐ Participant ☒ Department
Clinician appointments cancelled less than 24hrs in advance or 'no show' appointments will be charged a
rescheduling fee of \$25 payable by:

☒ Participant ☐ Department

Exceptions may be granted at the discretion of Sigma representative ie, Line of duty needs

Exhibit B
Account Set-up Form

Client General Information

Client Legal Name: Wesbrook Fire & Police Department	
Address: 570 Main St., Westbrook, ME 04092	
Emergency Contact:	Telephone:
Email: Tax ID#: 01-6000038	

Billing Information

To whose individual attention should invoices be sent? Mary Morrissey	
At what address? 570 Main St., Westbrook, ME 04092	
Telephone: 207-854-0644 EXT:	Email: mmorrissey@westbrook.me.us

CERTIFICATE of SIGNATURE

REF. NUMBER
UDCMJ-FKZV5-VX934-SREXF

DOCUMENT COMPLETED BY ALL PARTIES ON
02 DEC 2025 19:28:15
UTC

SIGNER	TIMESTAMP	SIGNATURE
STEVE SLOAN EMAIL SSLOAN@WESTBROOK.ME.US	SENT 01 DEC 2025 20:56:40 VIEWED 02 DEC 2025 16:25:51 SIGNED 02 DEC 2025 16:26:26	<div>Steve Sloan</div> IP ADDRESS 64.222.99.98 LOCATION WESTBROOK, UNITED STATES

RECIPIENT VERIFICATION

EMAIL VERIFIED
02 DEC 2025 16:25:51

RAVI PATEL, MD EMAIL RPATEL2@TELEMED2U.COM	SENT 01 DEC 2025 20:56:40 VIEWED 02 DEC 2025 19:28:02 SIGNED 02 DEC 2025 19:28:15	<div></div> IP ADDRESS 75.58.178.177 LOCATION GAINESVILLE, UNITED STATES
---	--	--

RECIPIENT VERIFICATION

EMAIL VERIFIED
02 DEC 2025 19:28:02



January 2, 2026

To: Angela Holmes, City Administrator
From: Steve Sloan, Fire Chief

RE: Health and Wellness Grant Information

In February 2025, Police and Fire Chiefs from across Cumberland County collectively elected to pursue a regional grant initiative focused on enhancing the health and wellness of public safety providers, with a specific emphasis on early detection and prevention of cardiovascular disease. This funding opportunity was made available through the State of Maine, Department of Public Safety, and strongly encouraged regional collaboration, prioritizing multi-community submissions over single-jurisdiction applications.

Recognizing both the significance of cardiovascular risk within public safety professions and the competitive advantage of a coordinated regional approach, Deputy Chief Andrew Turcotte of the Cumberland Fire Department and Chief Steve Sloan of the Westbrook Fire Department spearheaded the grant effort. They coordinated outreach to police and fire departments throughout Cumberland County, disseminated detailed information regarding the grant requirements, and evaluated available vendors capable of meeting the grant's performance matrix, including comprehensive cardiovascular health screenings.

Due to the City of Westbrook's demonstrated history of successfully administering multiple regional grants, Westbrook was requested by participating agencies to serve as the primary recipient and fiscal agent for the award. This role includes responsibility for grant fund management, compliance, reporting, and coordination among participating departments, ensuring transparency, accountability, and effective regional implementation.

In June 2025, the State of Maine formally notified the City of Westbrook that the regional grant application was successfully awarded in full, totaling \$444,917.64. Subsequently, in July 2025, the Westbrook City Council authorized the acceptance and expenditure of the grant funds, allowing program implementation to proceed.

All Public Safety Departments within the City of Westbrook elected to utilize Sigma Tactical Health to conduct the required cardiovascular health screenings. Sigma Tactical Health was selected based on their ability to provide all screening components mandated by the grant performance matrix, ensuring full compliance with grant requirements. These screenings are a critical proactive measure, allowing for the early identification of cardiovascular risk factors and conditions before they result in serious medical events, negative employee outcomes, or loss of life.

Ultimately, this grant represents a significant regional investment in the long-term health, safety, and operational readiness of public safety personnel, reinforcing the shared commitment of Cumberland County agencies to workforce wellness, prevention-based healthcare, and responsible stewardship of state grant funding.



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

REQUEST FOR COUNCIL ACTION

PROPOSED TITLE: Approving Liquor License for Lenny's at Hawkes Plaza located at 1274 Bridgton Road (*Requires a public hearing on February 2, 2026*)

REQUESTED BY: Erica Mercier

DATE: 2/2/2026

SUMMARY:

This is an application for a State Liquor License for Lenny's at Hawkes Plaza, located at 1274 Bridgton Road. Lenny's will assume new ownership from Jill Piker, Adam Steinman, and Susan Ericson at the end of February 2026. They plan to reopen under new management on March 4th. Lenny's will continue to offer pub fare and live entertainment. This application has been reviewed by the Police Department and is being forwarded to the City Council for final action. Notice of the Public Hearing was posted in City Hall and on the City's website and was published in the Portland Press Herald on January 22, 2026.



Application Copy

File Number: 121123

Job Type: New Application

LICENSE TYPE On-Premises: Beer, Wine & Spirits	APPLICATION DATE RECEIVED 2025-12-28
SECONDARY LICENSE(S) None selected	
LICENSEE JILL MURPHY PIKER	LICENSEE TYPE Individual
BIRTHDATE 1971-02-15	GENDER Female
SPOUSE	PREFERRED CONTACT METHOD Email
CONTACT PHONE (207) 615-6410	ALTERNATE PHONE
FAX	EMAIL jmpiker@gmail.com
CORRESPONDENCE ADDRESS 31 east grand avenue. apt 1 scarborough ME 04074	
MAILING ADDRESS	
PHYSICAL ADDRESS	
MANAGED BY AGENT No	

PREMISES TYPE Class A Restaurant	PREMISES NAME Lenny's Pub
OPERATOR Jill Murphy Piker	
PHYSICAL ADDRESS 1274 Bridgton Road Westbrook ME 04092	
MAILING ADDRESS 31 east Grand Avenue Apt 1 Scasborough ME 04074	
CONTACT NAME Jill Murphy Piker	PREFERRED CONTACT METHOD Email
CONTACT PHONE (207) 615-6410	ALTERNATE PHONE (207) 239-4410
FAX	EMAIL lennysathawkes@gmail.com
QUESTIONS	
<p>On-Premises: Beer, Wine & Spirit</p> <p>1. Is your business (including any DBA) registered and in good standing with the Maine Secretary of State?</p> <p>Answer "No" if you are a Sole Proprietor.</p> <p>Yes 20151081 D</p> <p>2. What is your expected start date?</p> <p>February 27, 2026</p> <p>3. Has/have applicant(s) formerly held a Maine liquor license?</p> <p>No</p>	

4. Does the licensee or applicant(s) have any interest in any other Maine Liquor License?
No
5. Is the applicant/licensee an individual, partnership, or association?
(Not a corporation or LLC)
Yes
Yes for age and citizenship.
6. Are all licensees/applicants residents of the State of Maine?
Yes
7. Is your license for a club with a membership?
No
8. Is your license application for Vessel Corporation?
No
9. Do you have a valid and current health license issued by Maine Department of Health and Human Services OR the Department of Agriculture?"
No
- 10 Do you have a license from the Office of the State Fire Marshal?
Contact (207) 626-3870 to determine whether licensure is necessary.
No
- 11 Will any law enforcement officer directly benefit financially from this license, if issued?
No
- 12 Is the licensee or applicant for a license receiving, directly or indirectly, any money, credit, thing of value, endorsement of commercial paper, guarantee of credit or financial assistance of any sort from any person or entity within or without the State, if the person or entity is engaged, directly or indirectly, in the manufacture, distribution, wholesale sale, storage or transportation of liquor.
No

13 Is the licensee/applicant(s) directly or indirectly giving aid or assistance in the form of money, property, credit, or financial assistance of any sort, to any person or business entity holding a liquor license granted by the State of Maine?

No

14 What is the full name and date of birth of the person managing this premises?

Jill Murphy Piker, 02-15-1971

15 Has any of the listed applicants, an immediate family member of an applicant, or an employed manager been denied a liquor license or had a liquor license revoked within the last 5 years?

No

16 Is any of the listed applicants the spouse, father, mother, child or other immediate family member of a person whose liquor license has been revoked or denied in the last 6 months?

No

17 Has any licensee/applicant or employed manager ever been convicted of any violation of the liquor laws in Maine or any State of the United States within the last 5 years?

No

18 Has the licensee/applicant(s) or manager ever been convicted of any violation of any law, other than minor traffic violations, in Maine or any State of the United States?

No

19 Does the licensee/applicant have any arrangement such as a lease where rent is based on sales, an agreement where another party receives a portion of the revenue or profits from the business, or a right to acquire an ownership interest in the business?

No

20 At which address are your business records located?

1274 Bridgton Road, Westbrook, Maine 04092

21 What will be your business hours? Please indicate each day's open and close times.

4 p -11:30 p M-Friday

8 a -11:30 p Sat, Sun

22 Please provide the name and distance from the premises to the nearest school, school dormitory and place of place of worship, measured from the main entrance of the premises to the main entrance of the school, school dormitory and place of worship by the ordinary course of travel.

Highland Lake Congregational Church, 1 mile

Gerald E Talbot Community School, 4.3 miles

23 Is your application for a Hotel or Bed & Breakfast?

No

24 Do you have a food menu?

Yes

(document uploaded)

25 How many seats do you have? Include indoor and outdoor seating.

70 indoor

100 outdoor

26 How many bathrooms do you have available to the public?

3

DOCUMENTS

TYPE	FILE NAME	DESCRIPTION
Food Menu	Lennys menu (1).pdf	
Supplemental Ownership Form	102 Supplemental Ownership Form and Affidavit-2.pdf	
Premises Floor Plan	Lennys Floor plan.jpeg	

APPLICANT

Jill Murphy Piker Piker

DECLARATION

- ☒ I certify that I am the applicant as described in this application, or that I am duly authorized to submit this application on the applicant's behalf.

All information provided in this application is accurate and correct. I understand that false statements made on this application are punishable by law. Knowingly supplying false information on this application is a Class D Offense under Maine's Criminal Code, punishable by confinement of up to one year, or by monetary fine of up to \$2,000 or by both.



STATE OF MAINE

DEPARTMENT OF ADMINISTRATIVE AND FINANCIAL SERVICES
BUREAU OF ALCOHOLIC BEVERAGES AND LOTTERY OPERATIONS
DIVISION OF LIQUOR LICENSING AND ENFORCEMENT

Supplemental Ownership Form

[28-A M.R.S. §651](#)

All Questions Must Be Answered Completely.

1. Company or sole proprietor legal name:	2. Date of incorporation/registration:	3. State of incorporation:
---	--	----------------------------

List the following information for officers, directors, owners equal to or over 10%, and persons with indirect financial interest in the applicant.

Name	Date of Birth	Phone or E-mail	Address	Title	Ownership Stake (%)

Affidavit

ONLY COMPLETE THIS PAGE IF THERE ARE NO OWNERS OVER 10% LISTED ON PAGE 1

The undersigned authorized representative of the applicant swears or affirms that no person that holds an ownership interest in the applicant holds an ownership interest equal to or greater than 10%.

Affiant Signature

Date

Affiant Printed Name

State of _____, County of _____

I certify that on the date set forth below, the individual named above did appear personally before me and that I did identify this applicant by: (a) comparing his/her physical appearance with the photograph on the identifying document presented by the applicant and with the photograph affixed hereto, and (b) comparing the applicant's signature made in my presence on this form with the signature on his/her identifying document.

Signature of Notary Public

Date

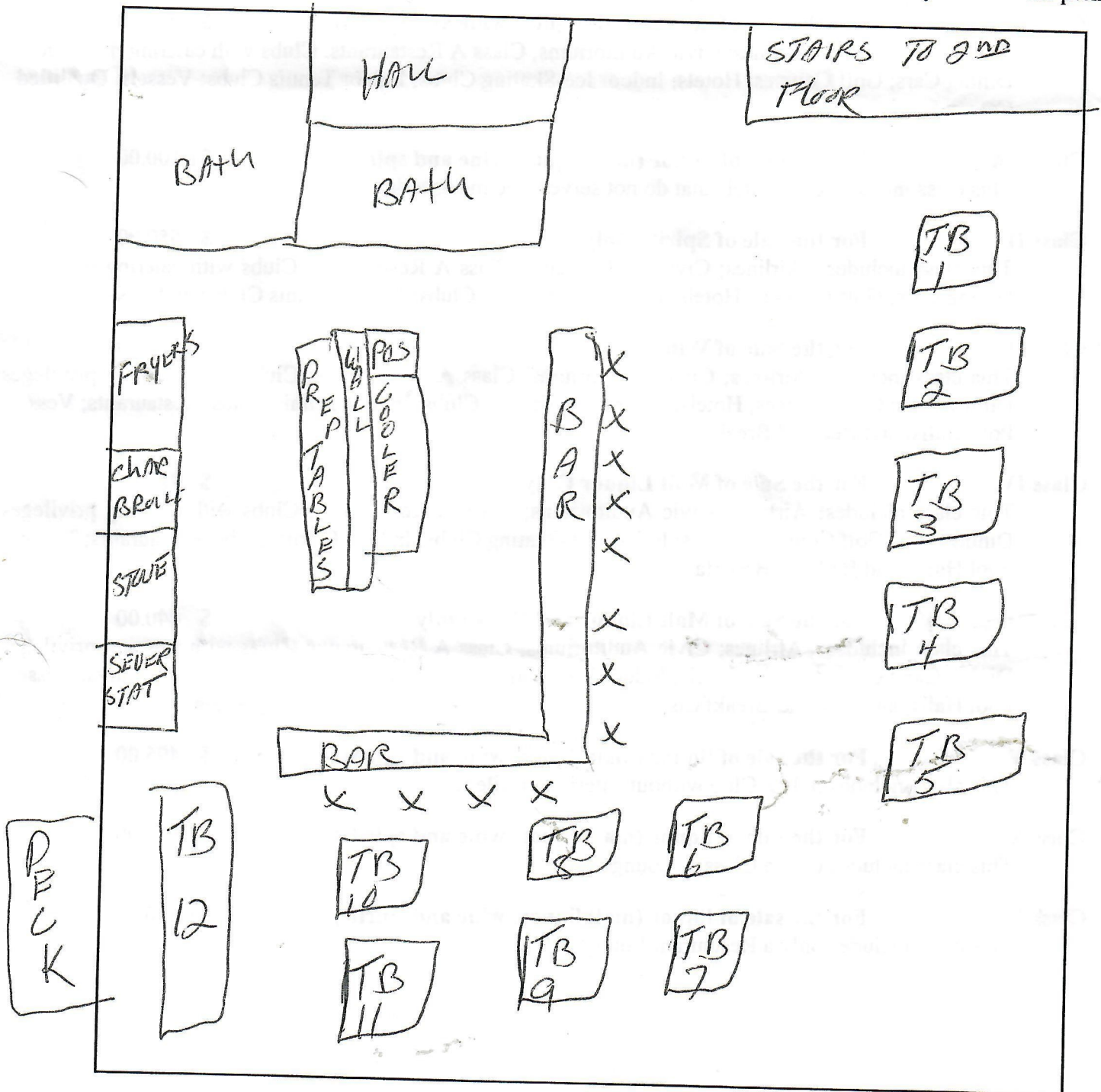
Printed Name of Notary Public

WARNING: The statements on this application are made under oath or affirmation. False statements can be grounds for rejection of the application or suspension or revocation of a license. False swearing is a Class D crime punishable by up to 364 days incarceration and a \$2,000 fine.

Section VI Premises Floor Plan

In an effort to clearly define your license premise and the areas that consumption and storage of liquor authorized by your license type is allowed, the Bureau requires all applications to include a diagram of the premise to be licensed.

Diagrams should be submitted on this form and should be as accurate as possible. Be sure to label the following areas: entrances, office area, coolers, storage areas, display cases, shelves, restroom, point of sale area, area for on-premise consumption, dining rooms, event/function rooms, lounges, outside area/decks or any other areas on the premise that you are requesting approval. Attached an additional page as needed to fully describe the premise.



Lenny's Menu

Appetizers

- *Spinach Artichoke Dip; Cheesy Spread served warm with w/ tortilla Chips 12\$
- *Wings: 8 Crispy Fried Wings with choice of Buffalo Sauce, Jerk Sauce or Cajun Dry Rub. Served with Bleu Cheese dressing and Carrot Sticks. 15\$
- *French Fried Shitake Mushrooms with Miso Dipping Sauce 13\$
- *Roasted Garlic Puree; With Toasted Baguette (or ployes?), Olive Oil& Parmesan Cheese 11\$
- Fish Chowder 7\$/12\$

Salads

- *Greek: Mixed Greens with Kalamata Olives, Feta, Pepperoncini, Roasted Red Pepper, Artichoke Hearts & a Lemon Oregano Dressing 13\$
- *Wedge: Iceberg lettuce topped with crispy bacon bits, blue cheese, tomatoes, balsamic glaze & Blue Cheese Dressing 14\$
- *Quinoa Bowl: Quinoa Salad over Mixed Greens,tossed with Dried Cranberries, with Toasted Pecans, Kale,& a Toasted Shallot Honey Vinaigrette 14\$

Handhelds

*Lenny's Burger: Served with Lettuce, tomato, red onion & french fries	15\$
Add Cheddar, Swiss, Bacon, Mushrooms	1.50
*Grilled Chicken Sandwich with Swiss and Sauteed Mushrooms	16\$
*Cubano: Hot pressed sandwich on baguette with sliced pork loin,, ham, mustard, pickles, & melted swiss	17\$
*French Dip:Thinly sliced rare roast beef on toasted baguette with side of au jus	19\$
*Balsamic Glazed Grilled Portobello Wrap: Mixed greens, tomato, red onion, and balsamic vinaigrette.	16\$

Entrees

*Meatloaf: House made meatloaf served with mashed potatoes and seasonal vegetables.	19\$
*Fettucini Alfredo	18\$
add chicken	4\$
or shrimp	7\$
*Shrimp and grits	21\$
*Jambalaya	19\$
*Buttermilk Fried Chicken Platter, slaw	18\$
*Jamaican Jerk Chicken with rum sweet potato mash	18\$
*Fish and chips	17\$

Jazz Brunch

Handhelds above

Omelettes:

Lenny's Bennys:

French Toast,:

Salmon toast

Cretons Toast

Assorted Baked Goods

Coffee

Orange Juice



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

REQUEST FOR COUNCIL ACTION

PROPOSED TITLE: Approving Liquor License for Ocha Thai located at 100 Larrabee Rd., Suite 310 (*Requires a public hearing on February 2, 2026*)

REQUESTED BY: Erica Mercier

DATE: 2/2/2026

SUMMARY:

This is an application for a State Liquor License for Ocha Thai located at 100 Larrabee Rd., Suite 310. Ocha Thai is owned by Brian and Sysangvone Beardsley. They plan to open in early February 2026. Ocha Thai will be a dine-in and take-out restaurant serving Thai food and sushi. This application has been reviewed by the Police Department and is being forwarded to the City Council for final action. Notice of the Public Hearing was posted in City Hall and on the City's website and was published in the Portland Press Herald on January 22, 2026.



Application Copy

File Number: 125129

Job Type: New Application

LICENSE TYPE

On-Premises: Beer & Wine

APPLICATION DATE RECEIVED

2026-01-18

SECONDARY LICENSE(S)

None selected

LICENSEE LEGAL NAME

Ocha Thai LLC

LICENSEE TYPE

Limited Liability Company

DOING BUSINESS AS

Ocha Thai

CORPORATE NUMBER

202514109DC

INCORPORATION DATE

2025-05-16

CORRESPONDENCE ADDRESS

18 Woodhaven Dr Kennebunk ME 04043

MAILING ADDRESS

PHYSICAL ADDRESS

CONTACT NAME

Brian Beardsley

PREFERRED CONTACT METHOD

Email

CONTACT PHONE

(207) 409-5379

ALTERNATE PHONE

FAX

EMAIL

ochathai207@gmail.com

CORPORATE STRUCTURE

NAME	POSITION/TITLE	PARENT COMPANY	% INTEREST
Brian Beardsley	member	Ocha Thai LLC	50
Sysangvone Beardsley	Manager/member	Ocha Thai LLC	50

ADDITIONAL INFORMATION

MANAGED BY AGENT

No

PREMISES TYPE

Restaurant (not Class A)

PREMISES NAME

Ocha Thai

OPERATOR

Brian Beardsley

PHYSICAL ADDRESS

100 Larrabee Rd Suite 310 Westbrook ME 04092

MAILING ADDRESS

18 Woodhaven Dr Kennebunk ME 04043

CONTACT NAME

Brian Beardsley

PREFERRED CONTACT METHOD

Email

CONTACT PHONE

(207) 409-5379

ALTERNATE PHONE

FAX

EMAIL

ochathai207@gmail.com

QUESTIONS

On-Premises: Beer & Wine

1. Is your business (including any DBA) registered and in good standing with the Maine Secretary of State?

Answer "No" if you are a Sole Proprietor.

Yes

202514109DC

2. What is your expected start date?

6 Feb. 2026

3. Has/have applicant(s) formerly held a Maine liquor license?

No

4. Does the licensee or applicant(s) have any interest in any other Maine Liquor License?

No

5. Are all licensees/applicants residents of the State of Maine?

Yes

6. Is the applicant/licensee an individual, partnership, or association?
(Not a corporation or LLC)

No

7. Is your license for a club with a membership?

No

8. Is your license application for Vessel Corporation?

No

9. Do you have a valid and current health license issued by Maine Department of Health and Human Services OR the Department of Agriculture?"

No

- 10 Do you have a license from the Office of the State Fire Marshal?
Contact (207) 626-3870 to determine whether licensure is necessary.

No

11 Will any law enforcement officer directly benefit financially from this license, if issued?

No

12 Is the licensee or applicant for a license receiving, directly or indirectly, any money, credit, thing of value, endorsement of commercial paper, guarantee of credit or financial assistance of any sort from any person or entity within or without the State, if the person or entity is engaged, directly or indirectly, in the manufacture, distribution, wholesale sale, storage or transportation of liquor.

No

13 Is the licensee/applicant(s) directly or indirectly giving aid or assistance in the form of money, property, credit, or financial assistance of any sort, to any person or business entity holding a liquor license granted by the State of Maine?

No

14 What is the full name and date of birth of the person managing this premises?

Brian William Beardsley

5 June 1971

15 Has any of the listed applicants, an immediate family member of an applicant, or an employed manager been denied a liquor license or had a liquor license revoked within the last 5 years?

No

16 Is any of the listed applicants the spouse, father, mother, child or other immediate family member of a person whose liquor license has been revoked or denied in the last 6 months?

No

17 Has any licensee/applicant or employed manager ever been convicted of any violation of the liquor laws in Maine or any State of the United States within the last 5 years?

No

18 Has the licensee/applicant(s) or manager ever been convicted of any violation of any law, other than minor traffic violations, in Maine or any State of the United States?

No

19 Does the licensee/applicant have any arrangement such as a lease where rent is based on sales, an agreement where another party receives a portion of the revenue or profits from the business, or a right to acquire an ownership interest in the business?

No

20 At which address are your business records located?

18 Woodhaven Dr
Kennebunk, ME. 04043

21 What will be your business hours? Please indicate each day's open and close times.

11AM to 9PM, Monday thru Saturday.

22 Please provide the name and distance from the premises to the nearest school, school dormitory and place of place of worship, measured from the main entrance of the premises to the main entrance of the school, school dormitory and place of worship by the ordinary course of travel.

Iglesia Cristiana Pentecostés Movimiento Misionero Mundial Maine.
The building next door approx. 350 feet.

23 Is your application for a Hotel or Bed & Breakfast?

No

24 Do you have a food menu?

Yes
(document uploaded)

25 How many seats do you have? Include indoor and outdoor seating.

32

26 How many bathrooms do you have available to the public?

2

DOCUMENTS

TYPE	FILE NAME	DESCRIPTION
Supplemental Ownership Form	102 Supplemental Ownership Form and Affidavit-2.pdf	
Premises Floor Plan	floor plan.pdf	
Food Menu	Sushi.pdf	
Food Menu	Menu.pdf	

APPLICANT

Brian Beardsley

DECLARATION

- ☒ I certify that I am the applicant as described in this application, or that I am duly authorized to submit this application on the applicant's behalf.

All information provided in this application is accurate and correct. I understand that false statements made on this application are punishable by law. Knowingly supplying false information on this application is a Class D Offense under Maine's Criminal Code, punishable by confinement of up to one year, or by monetary fine of up to \$2,000 or by both.



STATE OF MAINE

DEPARTMENT OF ADMINISTRATIVE AND FINANCIAL SERVICES
BUREAU OF ALCOHOLIC BEVERAGES AND LOTTERY OPERATIONS
DIVISION OF LIQUOR LICENSING AND ENFORCEMENT

Supplemental Ownership Form

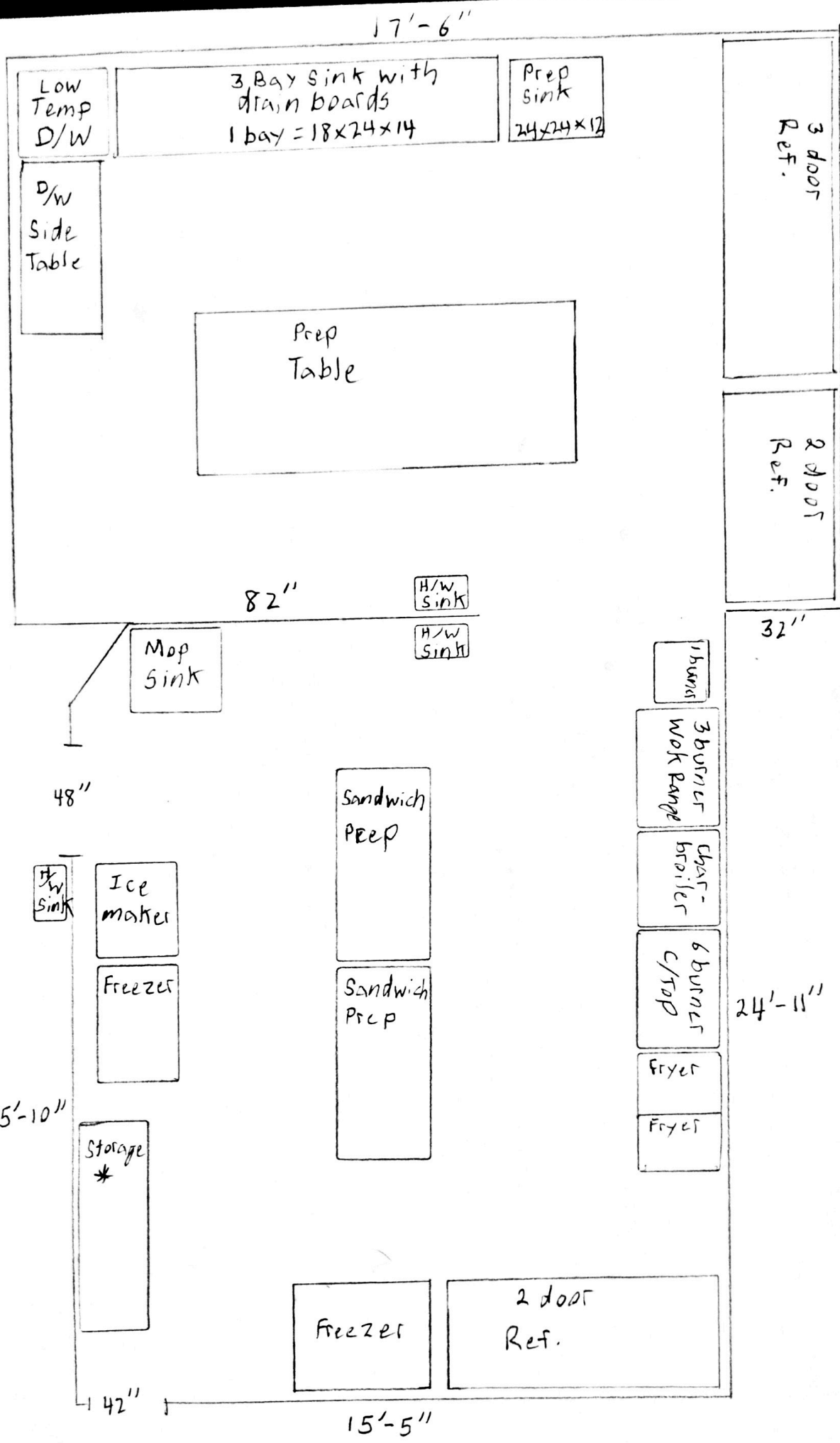
[28-A M.R.S. §651](#)

All Questions Must Be Answered Completely.

1. Company or sole proprietor legal name: Ocha Thai LLC	2. Date of incorporation/registration: 05/16/2025	3. State of incorporation: Maine
---	---	--

List the following information for officers, directors, owners equal to or over 10%, and persons with indirect financial interest in the applicant.

Name	Date of Birth	Phone or E-mail	Address	Title	Ownership Stake (%)
Brian Beardsley	5 June 1971	2074095379	18 Woodhaven Dr Kennebunk, ME. 04043	Member	50
Sysangvone Beardsley	12 December 1975	2074095683	18 Woodhaven Dr Kennebunk, ME. 04043	Manager/ member	50



* Note:
Storage shelves
will be wall
mounted
above refridge-
rators/Freezers

APPETIZERS

Eggrolls	\$9	Scallion Pancake	\$7
Fresh Veggie Rolls	\$8	Shrimp Shumai Dumpling	\$10
Crab Rangoons (5)	\$9	Edamame	\$6
Pork Gyoza	\$9	Soft Silky Tofu	\$8

MENU



CHEF'S SPECIALS

Orange Chicken Crispy breaded chicken, broccoli, carrots, scallions, sesame seeds	\$19	Beef Teriyaki Beef sautéed with broccoli, carrots, in Teriyaki sauce, topped with sesame seeds and scallions	\$20
Chicken General Tso's Breaded chicken, broccoli, carrots, scallions, sesame seeds	\$19	Lemongrass Duck Fried duck, lemongrass, onion, bell peppers,	\$26
Korean Chicken and Rice Breaded chicken, Korean sauce, scallions, sesame seeds	\$19	Crab Fried Rice Crab meat, Jasmine or brown rice, stir fried with egg, onions, broccoli, carrots, snow pea, and scallions	\$27
Teriyaki Chicken Grilled chicken, broccoli, carrots, sesame seeds, scallions	\$19		

FRIED RICE

Pineapple Cashew nuts, onion, broccoli, carrot, scallions	\$15
Basil onion, string beans, basil leaves, bell pepper	\$15
Classic Thai Egg, onion, broccoli, carrots	\$14

SALAD

Avocado Salad Lettuce, carrot, tomato, edamame,	\$10
Papaya Salad Tomatoes, green beans, lime, peanuts, lettuce	\$13
Cucumber Salad Carrot, green beans, tomatoes, lime, peanuts	\$12

LARB (LAAB)

Lab Khai Ground chicken, red onion, mint, scallion, cilantro, lime juice	\$15
Lab Moo Ground pork, red onion, mint scallion, cilantro, lime juice	\$15
Lab Ground beef, onion, mint, scallions, lime juice, lemongrass	\$18

Our food may contain peanut, dairy, egg, or shellfish products. Please ask a server if you have any concerns." The "Consuming raw or undercooked meats, poultry, seafood, shellfish or eggs may increase your risk of food borne illness

PHO

Beef

Rice, noodle, scallion, onion, cilantro, basil leaves, bean sprouts, fried garlic

\$16

Chicken

Rice, noodle, scallion, onion, cilantro, basil leaves, bean sprouts, fried garlic

\$15

Duck

Rice noodles, scallions, cilantro, fried garlic, bean sprouts

\$18

Wonton Egg Noodle

Pork BBQ, cilantro, scallion, bean sprouts, fried garlic

\$16

CURRY

Red

Coconut milk, bell peppers, bamboo shoots, Thai basil, eggplant, carrot,

\$15

Green

Coconut milk, bell peppers, bamboo shoots, Thai basil, strong beets, eggplant

\$15

Yellow

Coconut milk, bell peppers, bamboo shoots, Thai basil, strong beets, eggplant

\$16

Massaman

Coconut milk, bell peppers, bamboo shoots, Thai basil, strong beets, eggplant

\$16

SOUP

Tom Yum

Onion, tomato, mushrooms, lemongrass, cilantro, scallion

\$7

Tom Kha

Coconut milk based, lemongrass, tomato, galanga, onion, mushroom, cilantro, scallion

\$8

Wonton

Stuffed with chicken and shrimp, bok choy, bean sprouts, cilantro, scallions, fried garlic

\$8

Hot and Sour

Mushroom, tofu, bamboo, scallion

\$7

Rice Soup

Cilantro, fried garlic

\$7

STIR-FRY

Hot Basil

Ground pork or chicken, basil leaves, garlic, bell pepper, onion, string beans, stir-d with brown sauce

\$15

Traditional Thai

Ground pork or chicken, basil leaves, garlic, bell pepper, onion, string beans, stir-d with brown sauce

\$16

Mixed Vegetable

Assorted vegetables stir-fried with brown sauce

\$14

BOWLS

Add ons: Chicken +8, +

Pad Thai

Rice noodles, egg, bean sprouts, scallions, ground peanuts

\$15

Pad See Ew

Rice noodles, egg, carrots, broccoli, Chinese broccoli

\$15

Drunken noodles (Pad Kee Mao)

Rice noodles, egg, string beans, broccoli, carrots, basil, onion, bell peppers, chili paste

\$16

Lo Mein

Stir-fried egg noodles with carrot, onion, scallions, bean sprouts, broccoli, cabbage, sesame oil

\$16

DESSERT

Mango Sticky Rice

\$10

Thai Donut

\$8

Taro Custard

\$9

Thai Coconut Pudding

\$9



SUSHI

MENU

SUSHI ROLLS

California	10.90
Philadelphia	12.50
Alaska	11.00
Tuna Avocado	10.50
Salmon Avocado	10.50
Spicy Tuna	10.50
Spicy Salmon	10.50
Spicy Octopus	10.50
Spicy Scallop	10.50
Spicy YellowTail	10.50
Eel Avocado	10.50
Shrimp Tempura	10.50

SPECIALTY ROLLS

Red Dragon	12.00
Shrimp Tempura, cream cheese, topped with Unagi, avocado, red Tobiko unagi sauce and spicy mayo.	
White Dragon	11.00
Spicy tuna, cream cheese, topped with super white tuna, torched tempura flakes and spicy mayo unagi sauce	
Godzilla	14.90
Shrimp tempura, asparagus, cream cheese, imitation crab mix, mayo, masago, topped with tempura flakes, unagi sauce, kimchi sauce, and spicy mayo	
Rainbow	12.50
California roll top with 4 fish	
Spider	12.50
Soft shell crab tempura, mayo, masago, avocado, cucumber, and Unagi sauce, spicy mayo	
Caterpillar	12.50
Unagi, Cucumber, cream cheese, topped with unagi sauce	

OCHA SIGNATURES

Ocha Roll

White Tuna, asparagus, avocado, topped with Salmon, spicy kimchi sauce, cilantro, Tuna, yellowtail, and Red Tobiko, truffle paste	10.00
---	-------

Westbrook Roll (Volcano)

Shrimp tempura, cream cheese, Kamron, topped with Soft-Shell Crab, tempura Unagi sauce, spicy mayo, kimchi sauce, Red Tobiko, scallion, and tempura flakes	10.00
--	-------

Maine Roll

Shrimp Tempura, avocado, cream cheese, topped with smoked Salmon, and lemon marinated Ikura	8.90
---	------

Larrabee Roll

Scallop, avocado, masago, cream cheese, topped with torched spicy mayo crab	6.50
---	------

Portland

Lobster tempura, cucumber topped with Shrimp tempura, Unagi sauce, Kimchi sauce, Shiso leaf tempura and scallion	5.90
--	------

NIGIRI / SASHIMI (2 PIECES)

Tuna	10.90
Yellowtail	12.50
Salmon	11.00
Super White Tuna	10.50
Scallop	10.50
Squid	10.50
Sweet Shrimp	10.50
Cooked Shrimp	10.50
Crab stick	10.50
Eel	10.50
Masago	10.50
Smoked Salmon	10.90
Tobiko	12.50
Ikura	11.00
Tamago (Egg Omelet)	10.50

COMBO

Served with Seaweed salad and miso soup

Nigiri Combo 1	\$19
6 pieces Nigiri (chef's choice)	
Nigiri Combo 2	\$30
10 pieces of Nigiri (chef's choice)	
Sashimi Platter 1	\$32
18 pieces of Sashimi	
Sashimi Platter 2	\$42
25 pieces of Sashimi	
Nigiri and Shamimi Deluxe	\$52
10 shushi, 10 Sashimi, 1 spicy Tuna roll, 1 California roll, 1 Shrimp tempura roll	

POKE

Served with diced cucumber, avocado, seaweed salad, edamame, Oshinko, Kampyo, shallot, scallions, massage mixed with poke sauce

Tuna	11.00
Yellow Tail	14.90
Salmon	12.50
Veggie	11.00
Shrimp	14.90

Ocha
Thai



CITY OF WESTBROOK, MAINE
IN CITY COUNCIL

Date: February 2, 2026
Resolve: 2026-06

Endorsing the City of Westbrook's Community Development Block Grant (CDBG)
Applications for Program Year 2026

That the Westbrook City Council hereby endorses the submission of four (4) applications to the Cumberland County Community Development Block Grant (CDBG) program for program year 2026, as outlined in the attached exhibits.

First and Final Reading: February 2, 2026

Attest:

City Clerk

Mayor



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

REQUEST FOR COUNCIL ACTION

PROPOSED TITLE: Endorsing the City of Westbrook's Community Development Block Grant (CDBG) Applications for Program Year 2026

REQUESTED BY: Monique Cornett

DATE: 2/2/2026

SUMMARY:

The City of Westbrook submits annual Community Development Block Grant (CDBG) applications to the Cumberland County Community Development Program for consideration. The City has received and successfully executed over a dozen CDBG applications since 2019, but has recently been advised that such applications must be accompanied by the endorsement of the City Council. Going forward, Council may anticipate seeing these applications each winter.

Each year, the City may submit up to two applications for Westbrook-based projects (whether City-led projects or on behalf of a Westbrook-based organization), and may co-sign an unlimited number of multi-jurisdictional projects in collaboration with other Maine municipalities for regional projects benefiting this community. Included below is a summary of the four (4) applications to be submitted for 2026.

Westbrook-Based Project Applications (Max. 2)

This year, the City applied for one City-managed project and supported one application on behalf of a local nonprofit.

1. Applicant: City of Westbrook
Project: Pedestrian Lighting Along Riverwalk South
Request: \$200,000
2. Applicant: Intercultural Community Center
Project: Language Support for Low-Income Families
Request: \$75,000

Multi-Jurisdictional Project Applications (Unlimited)

This year, the City serves as the lead applicant for two multi-municipal applications.

1. Applicants: City of Westbrook (lead), Town of Freeport, Town of Scarborough
Project: Furniture Friends, Housing Support for Low-Income Adults & Children
Request: \$75,000
2. Applicants: City of Westbrook (lead), Town of Scarborough, Town of Windham
Project: Project Home, Housing Support for Low-Income Adults & Children

Request: \$50,000

Maine
Cumberland **County**
Community Development
Block Grant Program

General Application

Program Year 2026

Final Applications Due: 4:00pm, January 14, 2026

Cumberland County
Community Development Office
27 Northport Drive
Portland, Maine 04103
Tel. 207- 619-1036

An electronic copy of this application is available at
cumberlandcountyme.gov/CDBGapplications

TABLE OF CONTENTS

EXPLANATION OF 2026 GENERAL CDBG APPLICATION PROCESS	1
CRITICAL DUE DATES	1
APPLICATION OVERVIEW AND PROCESS.....	1
APPLICATION TIMETABLE	2
PROGRAM PRIORITIES	2
THE “EXCEPTION RULE” LIST.....	2
REVIEW OF APPLICATIONS.....	3
SELECTION CRITERIA FOR GENERAL PROGRAM APPLICATIONS.....	3
ADDITIONAL INFORMATION.....	3
SUBMISSION REQUIREMENTS.....	4
2026 GENERAL CDBG PROGRAM APPLICATION.....	1
CHECKLIST.....	1
2026 GENERAL APPLICATION COVER PAGE	2
GENERAL APPLICATION SUMMARY SHEET.....	3
GENERAL APPLICATION QUESTIONS	4
APPENDIX I: BUDGET	i
APPENDIX II: MULTI-COMMUNITY APPLICATION ENDORSEMENT.....	ii
APPENDIX III: 2026 EXCEPTION RULE LIST.....	iii
APPENDIX IV: CURRENT INCOME LIMITS.....	iv
APPENDIX V: AREA WIDE BENEFIT MAP	v
APPENDIX VI: COMMUNITY DISTRESS SCORE.....	vi
APPENDIX VII: CURRENT YEAR GRANT REQUIREMENTS.....	vii

EXPLANATION OF 2026 GENERAL CDBG APPLICATION PROCESS

CRITICAL DUE DATES

- Pre-Applications: Thursday, December 11, 2025 – 4:00PM
- Final Applications: Wednesday, January 14, 2026 – 4:00PM

APPLICATION OVERVIEW AND PROCESS

The Cumberland County CDBG Grant Program will distribute funds for community and regional activities in the 2026 program year. The exact amount to be distributed will be determined in the upcoming months.

1. Eligible Applicants:

- a. Municipalities & the County are the only eligible applicants for this program.
 - b. Non-profit service providers, businesses or other organizations/entities apply through a municipality for a local program and through the County for a regional program.
2. Applicants, *except for those sponsored by the County*, must demonstrate a 20% local match.
3. Applicants must submit “pre-applications” by 4:00pm on December 11, 2025. Applicants will receive approval to submit a final application by December 19, 2025, *at the latest*.

Pre-Applications are a separate document and a separate attachment in the 2026 CDBG Application distribution e-mail. If needed, please contact Cumberland County Community Development for a copy of the 2026 Pre-Application.

4. Maximum number of applications:

- a. Community applicants (single community applications) are limited to any combination of **two** Public Services and/or General Program applications.
 - b. Cumberland County is limited to any combination of **five** Public Services and/or General Program applications.
 - c. Communities may submit an unlimited number of multi-community applications.
 - d. The number of “pre-applications” is not limited.
5. Multi-community applicants must submit an additional form:
- a. Signature page for all communities to endorse the application (*Appendix II*).

6. Each community is assigned a community distress score from 0 – 10. The score incorporates two factors: (1) The percent of low/moderate income people in the community and (2) the community's low/moderate income population as a percentage of the county's low/moderate income population. Refer to *Appendix VI* for community distress scores.
7. All final applications must be endorsed by local elected officials prior to submission.
8. There are no minimum or maximum grant award limits.

APPLICATION TIMETABLE

- Program and Application Workshops: Thursday, November 20, 2025
Virtual Meeting:
 - meet.google.com/pkx-knby-hmk
 - Phone Number: 1 401-684-2314
 - Passcode: 466 130 100#
- Pre-Applications Due: Thursday December 11, 2025 – 4:00 PM
Emailed to kemp@cumberlandcounty.org
- Receipt of Approval to Submit Application: Friday December 19, 2025
- Final Applications Due: Wednesday January 14, 2026 – 4:00 PM
- Applicant presentation to Review Team: Wednesday February 4, 2026 - Morning
- MOC Review: Wednesday March 4, 2026
- County Commissioner Public Hearing: Monday, March 16, 2026 - 5:30PM
- County Commissioner Approval: Tuesday, April 21, 2026 - 5:30PM
- Submission to HUD: Friday, May 15, 2026

PROGRAM PRIORITIES

The following five general program priorities that will be adopted as part of the program's Five-Year Consolidated Plan (2022-2026). Priorities are general and are listed in alphabetical order- not in order of importance.

- Access to public services (Public Services has a separate application)
- Affordable housing
- Economic development
- Public facilities & infrastructure
- Long range community planning

THE "EXCEPTION RULE" LIST

The Cumberland County CDBG Program falls under a special rule allowing more locations to qualify for area-wide activities beyond the standard 51% low/moderate income

requirement, with areas that are at least 48.7% low income qualifying. The list of these block groups for the 2026 program is provided in *Appendix III*.

REVIEW OF APPLICATIONS

- Applications will be reviewed by a team comprised of members of the Municipal Oversight Committee (MOC) appointed by the MOC Chair and one staff member from Cumberland County and/or the Greater Portland Council of Governments (GPCOG).
- Applicants will be provided the opportunity for a brief presentation followed by questions/answers with the Review Team. This meeting will be held on Wednesday, February 4, 2026 from 8:30-12:00. Presentation time slots will be given out once all applications have been received.
- The Review Team will recommend projects for funding to the entire MOC which in turn will make its final recommendations to the Cumberland County Commissioners.
- County Commissioners will vote to endorse the MOC recommended projects.

SELECTION CRITERIA FOR GENERAL PROGRAM APPLICATIONS

Applications will be rated and ranked on the basis of their responses to the application elements.

1. Project Description.....	10 points
2. Need for the project.....	20 points
3. Project management	10 points
4. Readiness to proceed.....	20 points
5. Project budget.....	5 points
6. Implementation schedule.....	5 points
7. Demonstration of need for CDBG funds.....	15 point
8. Community distress score	0 – 10 points
9. Multi-community bonus.....	5 points

ADDITIONAL INFORMATION

Please contact Cumberland County with any questions or for additional information.

Courtney Kemp 207-619-1036 kemp@cumberlandcounty.org

SUBMISSION REQUIREMENTS

1. Submission of applications:
 - a. **One digital copy (emailed) and one hard copy** of the final application must be mailed or hand delivered to:

kemp@cumberlandcounty.org (Digital copy)
&
Community Development Program (Hard copy)
Cumberland County
27 Northport Dr
Portland, Maine 04103
 - b. Electronic submission will be accepted to meet the January 14, 2026 deadline; **however, the hard copy of the application must be received by Tuesday, January 20, 2026 by 4:00PM.**
2. Presentation:
 - a. Write directly into this word document, do not create your own application format
 - b. No binders, covers or folders
 - c. Font: Minimum 12 point type.
 - d. Paper Size: 8.5" X 11" paper
 - e. Margins: At least 1"
 - f. Hard copy may be double sided
3. Application package must include:
 - a. Cover page
 - b. Summary Worksheet
 - c. Responses to the narrative questions
 - d. Budget page
 - e. Demonstration of endorsement by elected officials
 - f. Multi-community applications must also include:
 - i. Response to two additional questions
 - ii. Multi-community endorsement/signature page (form provided)
4. **Maximum** length for response to the narrative questions:
 - a. Six pages for *non-economic* development applications (Questions 1, 2, 3, 4, 7A & 8).
 - b. Six pages for economic development applications (Questions 1, 2, 3, 4, 7B, & 8).
 - c. Seven pages for multi-jurisdictional applications (Questions 1, 2, 3, 4, 7A or 7B, 8, & 9).
5. Applications *may* include up to two pages (single-sided) or one page (double-sided) of visual aids, e.g. maps or pictures.

2026 GENERAL CDBG PROGRAM APPLICATION

CHECKLIST

SUBMIT COMPLETED CHECKLIST WITH APPLICATION

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

- ☒ A. Cover Page, *limit 1 page*
- ☒ B. Summary Sheet, *limit 1 page*
- ☒ C. General CDBG Application Narrative Questions, *page limits vary*
- ☒ D. Budget: Revenues and Expenditures, *limit 1 page*

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

- ☒ E. Demonstration of Endorsement by Elected Officials → *letter included from the Mayor; vote taking place 2/2/2026*
- ☒ F. Multi-community Additional Questions & Signature Page

Required documents for non-profit organizations:

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

Monique Cornett
Checklist Completed By

1/14/2026
Date:

2026 GENERAL APPLICATION COVER PAGE

Application Type	<input checked="" type="checkbox"/> General - non- eco dev. <input type="checkbox"/> General - Economic Development <input type="checkbox"/> General - Multi-Jurisdictional		
Lead Town/City/ Agency	City of Westbrook Department of Economic and Community Development		
Project Name	Pedestrian Safety Lighting Improvements along Riverwalk South		
Mailing Address	2 York Street Westbrook, ME 04092		
Project Address	Ash Street to Black Bridge Westbrook, ME		
Authorized Official	Angela Holmes City Administrator	Phone 207-854-9105	Email aholmes@westbrook.me.us
Project Director	Robyn Saunder Project Manager	Phone 207-233-6305	Email rsaunders@westbrook.me.us
Financial Contact	Tressina Germani Finance Director	Phone 207-854-9105	Email tgermani@westbrook.me.us
Person who completed the Application	Monique Cornett Deputy Dir. Economic Development	Phone 207-854-9105	Email mcornett@westbrook.me.us
Amount of CDBG Funds Requested	\$200,000	Total Project Budget \$625,900	
UEI Number	UESDJLMLFH45	<i>*NOTE: An application will not be accepted without a Unique Entity ID Number – Please ask for assistance if your town/city does not have one yet.</i>	

Name and Signature of Authorized Official



 Westbrook City Administrator

Date

1/13/26

GENERAL APPLICATION SUMMARY SHEET

1. **HUD National Objective.** Indicate which National Objective this program activity will address; choose one

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

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

☐ No ☐ Yes (please circle appropriate population)

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

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

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

☒ **Creating a Suitable Living Environment**

☐ **Providing Decent Affordable Housing**

☒ **Creating Economic Opportunity**

3. **Beneficiaries.**

A. Describe the beneficiaries or clients served by the program.	A. The beneficiaries are four key groups: all Westbrook residents, regional community members, and specifically residents in Block Group 1, Census Tract 29.02 and Block Group 2, Census Tract 28 where the path is located.
B. How many Cumberland County residents will be served by the proposed program? (unduplicated -per year)	B. The City of Westbrook residents (population: 20,400, 2020 Census) will be served by this project to illuminate Riverwalk South on the Presumpscot River.
C. How many are <i>low to moderate income Cumberland County residents</i> ?	C. According to HUD LMISD Map Application data, there are 9,180 LMI residents in Westbrook. The Project is specifically located in Block Group 1, Census Tract 29.02 and Block Group 2, Census Tract 28. There are a combined 1,375 LMI residents in the two Census Tracts.

4. **Documentation**

A. How will the beneficiaries' information be collected and documented?	A. The City of Westbrook residents, plus Block Group 1, Census Tract 29.02 and Block Group 2, Census Tract residents' information will be collected and documented with Census and HUD LMISD data.
B. How will the outcomes be measured, collected, and documented?	B. The outcomes will be measured, stored, and evaluated utilizing Placer AI location data to measure increases in foot traffic along Riverwalk South. Safety outcomes will be measured by the Westbrook Police Department

Please limit the Public Service Worksheet to 1 Pages.

GENERAL APPLICATION QUESTIONS

Respond to the narrative questions in a maximum of six pages or seven pages for multi-jurisdictional project applications.

1. Provide a **brief summary** (400 words maximum) of the proposed project. - **10 points**.
Focus your answer on issues such as, but not limited to: What are the services to be provided? Where will they happen? Who's in charge? Who will be served?

The proposed project is to install lighting along a portion of the City of Westbrook's existing Riverwalk South trail. The City of Westbrook maintains an at-grade recreational pedestrian pathway (Riverwalk South) that follows the Presumpscot River and connects downtown businesses, public agencies and services (US Post Office, Walker Memorial Library, public parking lots, bus routes, etc.) and two public parks with recreational facilities (Riverbank Park and Cornelia Warren Recreational Area). This pedestrian thoroughfare is highly utilized by residents and recreationalists and is maintained during the winter months by Public Services Department to support year-round pedestrian recreation and connectivity.

During the winter months portions of this path have been identified by the Westbrook Police Department as areas of concern for suspicious and concerning activity due to the lack of lighting. Because of this, these portions of the Riverwalk are noticeably underutilized during the dark months of the year due to safety concerns expressed by residents. This affects access to the Riverwalk and limits its functionality of serving as a key active recreational resource within the community.

With the support and recommendation by the Police Department, along with close collaboration with Public Services Department and the City Engineer, the City of Westbrook has collected preliminary estimates from multiple vendors to provide a project budget to illuminate approximately 3,250-LF of the Riverwalk South, starting from the recently improved boardwalk at Ash Street and through to the pedestrian bridge that crosses the Presumpscot River located behind the Cornelia Warren Recreational Area (489 Main Street).

As part of this project, the City's project manager will: solicit design-build services bids via competitive RFP process to construct and install lighting along the Riverwalk South pedestrian path to illuminate and improve security along this vital pedestrian corridor serving the surrounding residents and visitors of the broader downtown community.

2. Provide a response to the four questions below defining and justifying the **need for the activity**. - **20 points**

- a. *Convey the magnitude and severity of the issue to be addressed.*

The Westbrook Police Department have determined that this area along the Riverwalk South would benefit significantly from additional lighting to address safety concerns as this area does not meet the best practice standard for well-lit public spaces. Addressing this safety hazard is anticipated to reduce the number of Police calls and requests for service that the Police Department receives along the Riverwalk, particularly the westerly portion which is only lit through spillover lighting where adjacent public streets are present.

- b. *Identify the total number of people affected by the issue.*
 - i. *Out of the total number of people affected, identify the number of people from low/moderate income households.*

The lighting improvements proposed as part of this project will affect not only users of the Riverwalk pathway, but also all residents of the City Center Downtown Zoning District, Westbrook's most densely populated district, who live around and adjacent to the project. The Riverwalk South pedestrian path, including all areas to be improved through this lighting project, can affect the 9,180 LMI residents living throughout Westbrook, and directly impact the 1,375 LMI residents living within the two Census Tracts that the project is taking place. This project will further benefit all residents who utilize this pedestrian walkway as a recreational amenity and to connect with area businesses, services (including bus routes), open spaces, natural resources and recreational amenities.

- c. *Describe to what extent the project makes in the long-term measurable difference in the economic and social health of the region.*

The lighting improvements proposed with this project are essential to enhance the safety and security of this existing pedestrian corridor and will greatly expand the period of time that pedestrians are willing and able to access downtown events, businesses, recreational opportunities, and public services. This lighted pathway would also serve as a critical connection between the LMI downtown residential neighborhoods via a separated path where vehicular traffic is not present.

- d. *Construction related activities: Convey how the project relates to the community's long-range planning and capital improvement needs.*

The Westbrook Recreation and Conservation Commission has identified trail connectivity as a high priority for the community. The Riverwalk South pedestrian path and the area where the proposed lighting improvements would be located serves as a critical intersection between four future trail plans, two pedestrian paths and two multi-use active transportation corridors.

The City of Westbrook is currently in design review for a continuation of the Riverwalk South pedestrian path along the northerly bank of the Presumpscot River to provide a connected 2+ mile looped trail. Additionally, the Riverwalk South trail will be expanded westerly as part of a public-private partnership to redevelop Saccarappa Park and a vacant commercial parcel westerly of the existing pedestrian path. The proposed Riverwalk South lighting project will create a cohesive connection between the existing trail and the northerly and westerly expansions of the trail, which otherwise would be disconnected due to safety concerns in dark areas of the trail.

The area proposed to be improved with this lighting project is also part of two conceptual active transportation corridors connecting downtown Portland through Westbrook and would continue westerly into Gorham and northerly into Windham.

- 3. Provide a response to the three questions concerning **management of the proposed activity** – 10 point

- a. *Define who will manage the grant funded project and how they will manage it.*

The City of Westbrook's Economic and Community Development Project Manager will manage the project, administer the grant requirements with the Finance Department, coordinate with the City Clerk on the bidding process, and oversee the successful bidder to construct this project. The City's Project Manager works collaboratively with other City Departments and staff to ensure that project outcomes are consistent with engineering practices and standards, ordinance and code requirements, and environmental and community sensitivities.

- b. *Explain the experience of the applicant in undertaking projects of similar complexity.*

The City of Westbrook has received and successfully completed several CDBG projects over the years. In 2020, the City hired a dedicated project manager with 20+ years' experience to focus on non-linear projects, that has resulted in almost \$40M of infrastructure completed in four years. The project manager meets weekly with City Administration, City Engineer, and Finance Director to streamline project needs and address circumstances as they arise.

- c. *Demonstrate that an ongoing commitment exists to continue the maintenance and operation of the activity or facility.*

The City of Westbrook Public Services Department has been an integral part of developing this project and will continue to be responsible for maintaining Riverwalk South in perpetuity. This request for financial assistance to enhance the lighting along 3,250-LF of Riverwalk South demonstrates the City's commitment to continually improve pedestrian infrastructure and reinvest in Westbrook community members, especially those who are low to moderate income.

4. Demonstrate that the project is **ready to proceed** – 20 points
For construction related projects:

- *Describe the steps that have been completed or must be completed to bring the project to construction start. These may include: site control, design, engineering, cost estimates, procurement of permits, testing, consultations concerning life safety, ADA, or other special requirements, traffic studies, zoning, Planning Board approval.*

Prior to completing the pre-application for CDBG, the City of Westbrook's City Engineer and Department of Public Services met with an electrician, and consulted with CMP, to discuss the feasibility of this project. A robust project estimate was developed, along with a cursory scope of work, which will be expanded upon as part of this project.

Once awarded, the City Project Manager will develop a scope of work for an electrical engineer to design the project that consists of electrical conduit and wire to be encapsulated within an underground trench running along the edge of the trail and connected to existing electrical services at three locations along the 3,250-LF span from Ash Street to the Black Bridge behind Warren Rec Complex at 489 Main Street. Once the electrical engineer provides a schematic drawing, the City's Project Manager will:

- Work with the Planning and Codes Department to ensure that the project receives a shoreland zone permit since the majority of the work will be within the shoreland zone of the Presumpscot River.
- Solicit bids from construction contractors to complete the project, preferably over one

construction season.

- *Describe any existing and/or potential impediments to project initiation.*

One potential impediment to beginning the project is securing an electrical engineer to bid on the work and begin in a timely manner. Most electrical engineers have a heavy backlog currently. By soliciting design-build services this will (1) attract a contractor with an existing working relationship with an electrical engineer; and (2) shorten the implementation and timeline of the project.

For non-construction related projects:

- *Describe the steps that have been completed or must be completed to initiate the project. These may include: community support, staffing, securing an appropriate location, marketing and networking.*
- *Describe any existing and/or potential impediments to project initiation*

Not applicable

5. **Budget for project.** Fill in the attached budget form *and provide the basis for determination of budget amounts (Appendix IV).* - 5 points

- *Describe how funds, including match when applicable, will be distributed between project elements.*

CDBG funds, as well as Capital Improvement Plan funds, will be utilized to fund this project from design to construction. CDBG funds can be apportioned to design or construction phases of the project. Project management time will not be charged to this project, but can be considered additional match (i.e., in-kind services).

- *Limit the budget and budget description to that portion of your program that is applicable to this application.*

The City's budget and sources of revenue for this project are as follows:

- \$200,000 requested from Cumberland Co. CDBG Program
- \$425,900 requested from City Capital Improvement Plan Program
- For projects requiring a match: County sponsored projects do not require a match. Community sponsored applicants require a threshold 20% match in cash, donated land or building materials, or contracted project development services. In-kind contributions are allowed, but need to be documented, quantifiable services for work performed.

Applications will not be accepted without a completed budget.

6. **Implementation schedule** for project: - 5 points

There are many types of projects, each with their own set of typical activities and timelines. Describe the implementation schedule for this program. For construction projects- please provide a timeline including design, bid, construction start date, and estimated completion

date.

Assuming that a notice of award is received in June 2026, a competitive design-build solicitation for this project will begin to be developed in July 2026. Quotes will be solicited in August 2026. Based on recent bid experience, outreach to the contractor community is essential to receiving the maximum number of bids. This also helps minimize the amount of value engineering that is required once bids are opened and reviewed. Construction is anticipated to occur in 2027.

- June 2026: Notice of award and grant agreement executed with CDBG Program.
- July-Aug 2026: Design-build solicitation is developed while Finance establishes a separate account for the project.
- Fall-Winter 2026: A solicitation for construction bids is developed and published in coordination with the City Clerk's Office and a contract is developed with the most responsive bidder.
- Jan 2027: Value engineering occurs as needed.
- Feb-March 2027: Final budget/bid and contract are presented to City Council for approval as a 2-reading item, before a Notice to Proceed is issued to the successful bidder/contractor.
- Spring 2027: Construction begins and is completed within 6-9 months
- Dec 2027: Grant and project closeout completed.

7. **Need for CDBG Funds** (Answer either 7A or 7B)

7A) NON-ECONOMIC DEVELOPMENT ONLY

Provide a response to the three questions demonstrating the **need for CDBG program funds**
- 15 points

- a. *Why are CDBG funds critical for the commencement and ultimate success of the project?*

CDBG funds are the stimulus for the City getting this project off the ground and bringing attention back toward the Presumpscot River, where long-range plans include a larger 2-mile loop from downtown through the densely populated Brown Street/Frenchville neighborhood. The infrastructure needs downtown are significant and continue to grow as the City grows. The CDBG Program is a strong fit for this project as it helps to achieve the national objective of the program to benefit low-or moderate-income people by upgrading public infrastructure and bolstering economic development in the heart of Westbrook's downtown.

- b. *Have you, or will you, seek funds from other sources? If so, what are those funding sources?*

The City intends to rely on internal City funds (e.g., capital improvement plan, departmental budgets, etc.), and Tax Increment Financing revenues to augment the funding received from the Cumberland Co. CDBG Program for this project to enhance safety and accessibility along a heavily-utilized pedestrian thoroughfare throughout downtown Westbrook.

- c. *What is the impact on the project if CDBG funds are not received or if only partial CDBG funds are received?*

Depending on the level of grant funding provided, the City may re-evaluate the project. Both the timeline and scale of the project would need to be deferred for future allocation(s).

7B) ECONOMIC DEVELOPMENT ONLY

Economic Development/Job Creation Related Projects Only – 15 points

This question will be answered by applicants seeking assistance for a private business. The project will meet a CDBG “national objective” by creating jobs for low/moderate income persons.

Not applicable

8. Distress Score

Each community will be **assigned** a score from **0 to 10 points** based upon two factors:

- a. Percent of low/moderate income community residents of the total community population.
- b. Percent of low/moderate income residents in the 25 communities of the Cumberland County Entitlement Jurisdiction that reside in the applicant community.

County sponsored projects serving region-wide initiatives will receive a distress score of **6 points**. – The applicant does not need to calculate this score, it will be assigned by County Staff to your application.

As seen in Appendix VI, the City of Westbrook's score is 10.

9. Multi-Jurisdictional Bonus

5 points will be awarded to projects sponsored by two or more communities demonstrating benefits to low/moderate income residents of all participating communities.

Not applicable.

APPENDIX I: BUDGET

*A completed budget must be submitted with the application

Revenues: List ALL funding sources for the proposed program.	Please indicate: Secured or Projected	Revenues TOTAL
CDBG Request	Projected	\$200,000
Other HUD Funds (please list)		
a.		
Other Federal Funds (please list)		
a.		
b.		
State/ County Funds (please list)		
a.		
b.		
Local Funds (City of Westbrook Capital Improvement Plan)	Secured	\$425,900
Private Funds (Grants, Fundraising, etc., please list)		
a.		
b.		
In Kind Services		
TOTAL PROGRAM or PROJECT REVENUE		625,900

EXPENDITURES: Feel free to edit categories as relevant to your program	CDBG Expenditures	Expenditures All Other Sources	TOTAL Expenditures
Design/Engineering Costs	\$15,000	0	\$15,000
Advertising	0	0	0
Materials/Supplies	\$114,000	\$200,000	\$314,000
Labor	\$71,000	\$109,000	\$180,000
Project administration	--	--	--
Other, please specify	--	--	--
a. Permitting		\$10,000	\$10,000
b. Mobilization/Demolition		\$50,000	\$50,000
c. Contingency (10%)		\$56,900	\$56,900
d.			
TOTAL PROGRAM or PROJECT EXPENSES			\$625,900

Admin Expenditures for CDBG Program	CDBG Expenditures	Expenditures All Other Sources	TOTAL Expenditures
Direct Admin Expenditures			
Indirect Admin Expenditures			

APPENDIX II: MULTI-COMMUNITY APPLICATION ENDORSEMENT

Additional Community Applicant: _____

Additional Community Authorized Official _____

Signature of Authorized Official _____

Additional Community Applicant: _____

Additional Community Authorized Official _____

Signature of Authorized Official _____

Additional Community Applicant: _____

Additional Community Authorized Official _____

Signature of Authorized Official _____

Additional Community Applicant: _____

Additional Community Authorized Official _____

Signature of Authorized Official _____

Additional Community Applicant: _____

Additional Community Authorized Official _____

Signature of Authorized Official _____

APPENDIX III: 2026 EXCEPTION RULE LIST

City/Town	Census Tract	Block Group	% LMI
Westbrook	28	2	73.00%
Freeport	45.02	5	72.90%
Westbrook	27	1	71.50%
Naples	140.02	2	66.70%
Casco	130.02	2	63.20%
Standish	170.03	3	63.00%
Casco	130.01	2	62.80%
Harrison	150	3	60.60%
Raymond	120.02	2	59.20%
Yarmouth	44.01	1	59.20%
Yarmouth	44.01	4	59.00%
Raymond	120.02	1	58.10%
Windham	48.04	1	57.70%
Standish	170.04	2	57.10%
Westbrook	29.01	1	56.90%
Westbrook	28	1	56.00%
Harrison	150	1	55.30%
Freeport	45.02	2	54.10%
Westbrook	27	2	53.60%
Gorham	41	3	52.30%
Westbrook	29.01	2	52.30%
Casco	130.02	1	52.30%
Casco	130.01	1	51.70%
Standish	170.03	1	51.10%
Standish	170.04	1	51.10%
Windham	48.03	1	48.90%
Gorham	10.02	2	48.70%
Census Designated Places			
Steep Falls CDP			58.20%
South Windham CDP			53.80%
Little Falls CDP			61.50%

*Data is based on 2020 ACS data provided by HUD

APPENDIX IV: CURRENT INCOME LIMITS

2025 CDBG Income Limits Summary Tables

Effective July 1, 2025

2025 Income Limits: Cumberland County, Band 1								
<ul style="list-style-type: none"> Cape Elizabeth Casco Chebeague Island Cumberland Falmouth Freeport Gorham Gray Long Island North Yarmouth Raymond Scarborough South Portland Standish Westbrook Windham Yarmouth 								
Number in Household	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
Extremely Low (30%) Income Limits	Below \$27,300	Below \$31,200	Below \$35,100	Below \$38,950	Below \$42,100	Below \$45,200	Below \$48,650	Below \$54,150
Low Income (50%) Income Limits	Below \$45,450	Below \$51,950	Below \$58,450	Below \$64,900	Below \$70,100	Below \$75,300	Below \$80,500	Below \$85,700
Moderate Income (80%) Income Limits	Below \$72,700	Below \$83,100	Below \$93,500	Below \$103,850	Below \$112,200	Below \$120,500	Below \$128,800	Below \$137,100
Above Moderate More than 80%	Above \$72,700	Above \$83,100	Above \$93,500	Above \$103,850	Above \$112,200	Above \$120,500	Above \$128,800	Above \$137,100

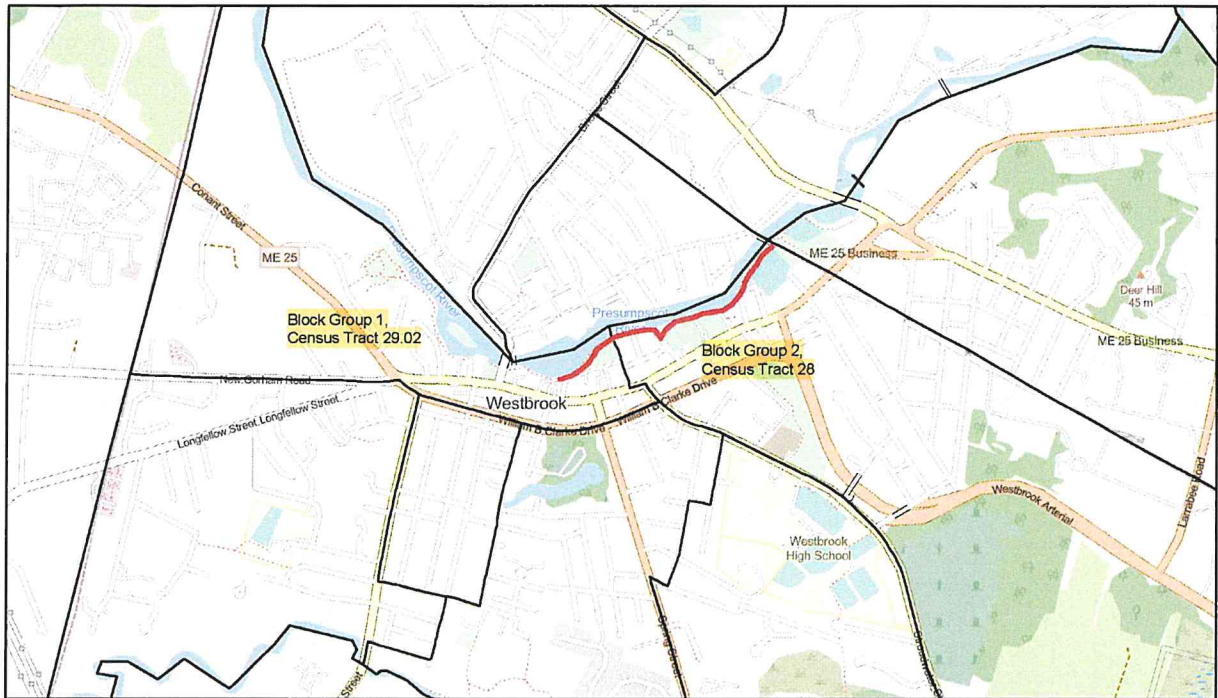
2025 Income Limits: Cumberland County, Band 2								
<ul style="list-style-type: none"> Baldwin Bridgton Harpswell Harrison Naples New Gloucester Pownal Sebago 								
Number in Household	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
Extremely Low (30%) Income Limits	Below \$23,000	Below \$26,300	Below \$29,600	Below \$32,850	Below \$37,650	Below \$43,150	Below \$48,650	Below \$54,150
Low Income (50%) Income Limits	Below \$38,350	Below \$43,800	Below \$49,300	Below \$54,750	Below \$59,150	Below \$63,550	Below \$67,900	Below \$72,300
Moderate Income (80%) Income Limits	Below \$61,350	Below \$70,100	Below \$78,850	Below \$87,600	Below \$94,650	Below \$101,650	Below \$108,650	Below \$115,650
Above Moderate More than 80%	Above \$61,350	Above \$70,100	Above \$78,850	Above \$87,600	Above \$94,650	Above \$101,650	Above \$108,650	Above \$115,650

**2026 income limits are expected to be released in June, 2026.*

APPENDIX V: AREA WIDE BENEFIT MAP

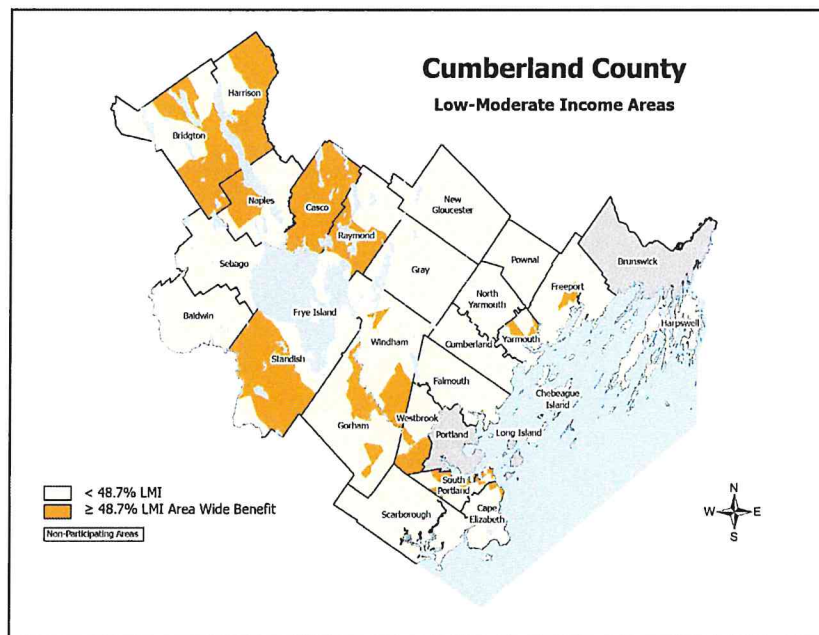
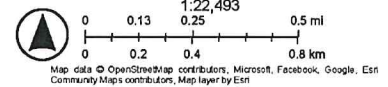
Riverwalk South Trail depicted by red line

ArcGIS Web Map



1/13/2026, 9:10:18 PM

LMISD by Block Groups



APPENDIX VI: COMMUNITY DISTRESS SCORE

Community	10-point scale
Westbrook	10
Casco	8
Windham	8
Harrison	7
Gorham	6
Standish	6
Raymond	6
Chebeague Island	6
Naples	6
Freeport	5
Long Island	4
Sebago	4
Baldwin	4
Yarmouth	4
Gray	4
Scarborough	3
New Gloucester	3
North Yarmouth	2
Harpswell	1
Falmouth	1
Pownal	0
Cumberland	0
Cape Elizabeth	0

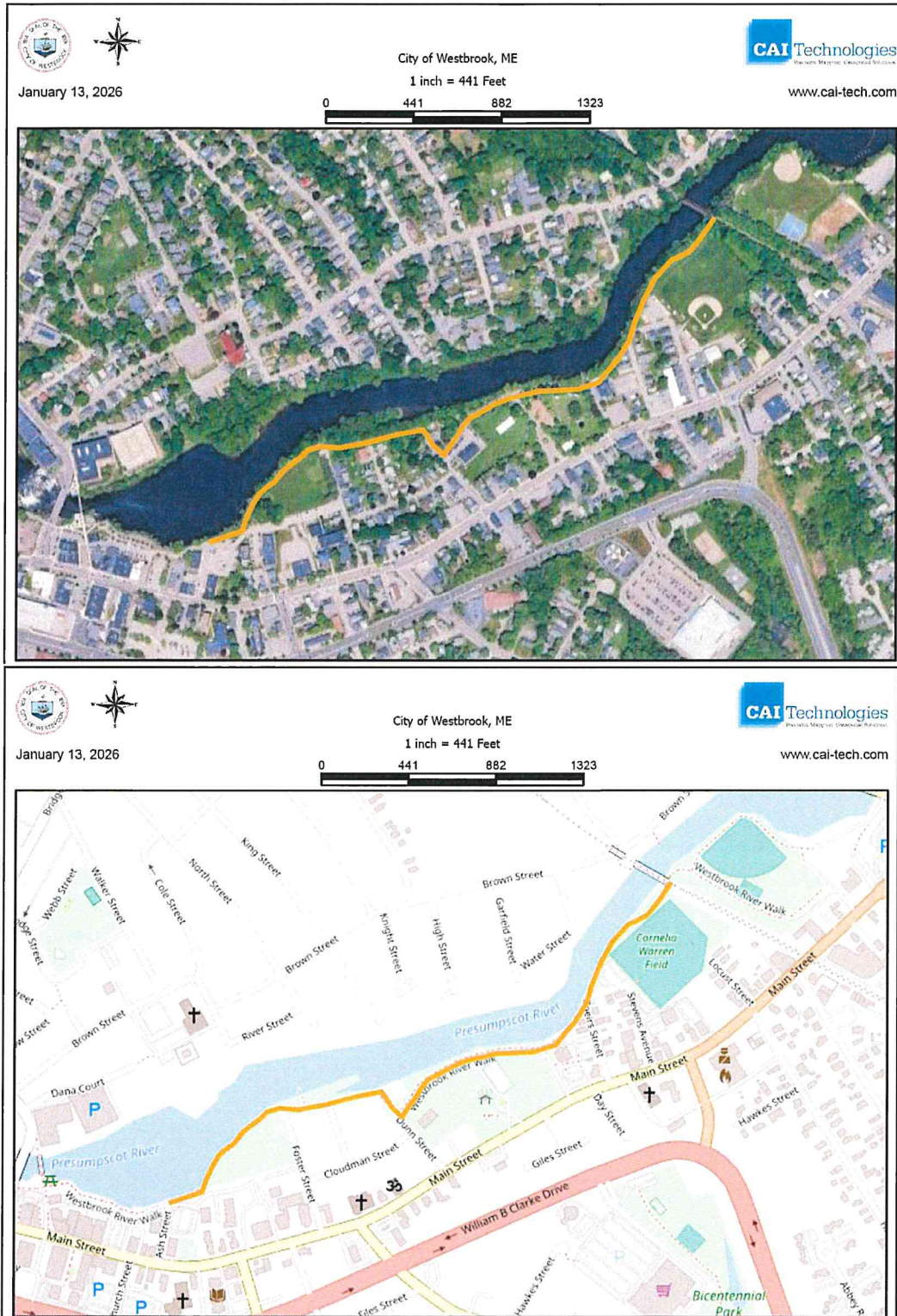
2025-2026 ADDENDUM 1. POLICY REQUIREMENTS

If applicable:

1. The Recipient shall not use grant funds to promote “gender ideology,” as defined in Executive Order(E.O.)14168, Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government;
2. The Recipient agrees that its compliance in all respects with all applicable Federal anti-discrimination laws material to the U.S. Government’s payment decisions for purposes of section 3729(b)(4) of title 31, United States Code;
3. The Recipient certifies that it does not operate any programs that violate any applicable Federal anti-discrimination laws, including Title VI of the Civil Rights Act of 1964;
4. The Recipient shall not use any grant funds to fund or promote elective abortions, as required by E.O. 14182, Enforcing the Hyde Amendment; and that,
5. Notwithstanding anything in the NOFO or Application, this Grant shall not be governed by Executive Orders revoked by E.O. 14154, including E.O. 14008, or NOFO requirements implementing Executive Orders that have been revoked.
6. The Recipient must administer its grant in accordance with all applicable immigration restrictions and requirements, including the eligibility and verification requirements that apply under title IV of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, as amended ([8 U.S.C. 1601-1646](#))(PRWORA) and any applicable requirements that HUD, the Attorney General, or the U.S. Citizenship and Immigration Services may establish from time to time to comply with PRWORA, [Executive Order 14218](#), or other Executive Orders or immigration laws.
7. No state or unit of general local government that receives funding under this grant may use that funding in a manner that by design or effect facilitates the subsidization or promotion of illegal immigration or shields illegal aliens from deportation, including by maintaining policies or practices that materially impede enforcement of federal immigration statutes and regulations.
8. The Recipient must use SAVE, or an equivalent verification system approved by the Federal government, to prevent any Federal public benefit from being provided to an ineligible alien who entered the United States illegally or is otherwise unlawfully present in the United States.
9. Faith-based organizations may be subrecipients for funds on the same basis as any other organization. Recipients may not, in the selection of subrecipients, discriminate against an organization based on the organization’s religious character, affiliation, or exercise.

SUPPORTING DOCUMENTS

Riverwalk South Trail depicted by yellow line





MAYORS OFFICE



David Morse
Westbrook Mayor
2 York Street
Westbrook, Maine 04092
Phone/Fax: 207-591-8110
Email: mayor@westbrook.me.us

January 12, 2026

Courtney Kemp
Cumberland County Community Development Office
27 Northport Drive
Portland, Maine 04103

Dear Courtney,

I am writing to confirm that a Demonstration of Endorsement by Elected Officials for the City of Westbrook's CDBG 2026 General Application for *Pedestrian Safety Lighting Improvements along Riverwalk South* is on the 2/2/2026 Westbrook City Council meeting for approval. Meeting minutes will be emailed to you following the meeting.

A Demonstration of Endorsement will also be provided for ICC's Public Service application for *Language Support and Beyond for Low-income Westbrook Families* at the 2/2/2026 meeting.

There may be a need to provide a Demonstration of Endorsement by Elected Officials for the multi-municipal applications submitted by Project Home and Furniture Friends. The City can include those endorsements in the 2/2/2026 meeting if necessary.

Sincerely,

Mayor David Morse
City of Westbrook

Maine
Cumberland **County**

**Community Development
Block Grant Program**

Public Service Program Application

Program Year 2026

Final Applications Due: 4:00pm, January 14, 2026

**Cumberland County
Community Development Office
27 Northport Drive
Portland, Maine 04103
Tel. 207- 619-1036**

*An electronic copy of this application is available at
cumberlandcountyme.gov/CDBGapplications*

2026 PUBLIC SERVICE PROGRAM APPLICATION

CHECKLIST

SUBMIT COMPLETED CHECKLIST WITH APPLICATION

Please submit each section of the application, including this

checklist: ☒ A. Public Service Cover Page, *limit 1 page*

☒ B. Public Service Summary Sheet, *limit 1 page*

☒ C. Public Service Application Narrative Questions, *limit 6 pages*

☒ D. Budget: Revenues and Expenditures, *limit 1 page*

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

☒ E. Demonstration of Endorsement by Elected Officials *→ letter from Mayor included; included in 2/2/2024 agenda.*

☐ F. Multi-community Additional Questions & Signature Page

Required documents for non-profit organizations:

☒ Verification of 501(c)3 or other designated Status, *limit 1 page*

☒ Agency Organizational Chart to show how the proposed program fits into the overall organizational structure; include program staff or positions, *limit 1 page*

☒ Most Recent Agency Operating Budget *Summary*, *limit 1 page*

☒ Most Recent Independent Auditors Report and identified findings or if an Audit is not available the most recent 990 Financial Statement

☒ Complete list of Board Members


Elisha Emerson

Checklist Completed By Date: 1/13/2026

2026 PUBLIC SERVICE COVER PAGE

Application Type	<input checked="" type="checkbox"/> Public Service Application		
Lead Town/ Agency	City of Westbrook and the Intercultural Community Center		
Project Name	Language Support and Beyond for Low-income Westbrook Families		
Mailing Address	36 Patrick Dr, Westbrook, ME 04092		
Project Address	36 Patrick Dr. Westbrook, ME 04092		
Authorized Official	Angela Holmes City Administrator	Phone 207-591-8110	Email aholmes@westbrook.me.us
Project Director	Beatrice Mucyo Kai Mawougbe	Phone 207-213-9104 207-854-9700	Email beatrice@iccmaine.org
Financial Contact	Beatrice Mucyo Didier Hakizimana	Phone 207-213-9104 207- 272-1766	Email dhakizimana@gmail.com
Person who completed the Application	Beatrice Mucyo Elisha Emerson	Phone 207-213-9104 207-I 272-1766	Email beatrice@iccmaine.org elishae@iccmaine.org
Amount of CDBG Funds Requested	\$ 60,000	Total Project Budget \$ 165,000	
UEI Number	ZSJMALHHKEJ6	*NOTE: An application will not be accepted without a Unique Entity ID Number – Please ask for assistance if your town/city does not have one yet.	

Name and Signature of Authorized Official Date


1/13/26

WESTBROOK CITY ADMINISTRATOR

PUBLIC SERVICE SUMMARY SHEET

1. **HUD National Objective.** Indicate which National Objective this program activity will address; choose one.

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

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

No ☒ Yes (please circle appropriate population)

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

☒ **Creating a Suitable Living Environment**

☐ **Providing Decent Affordable Housing**

☐ **Creating Economic Opportunity**

3. Beneficiaries.

A. Describe the beneficiaries or clients served by the program.	Adults facing language and literacy barriers, and their families, residing in Westbrook and the surrounding area
B. How many Cumberland County residents will be served by the proposed program?	100 (unduplicated Cumberland County residents per year)
C. How many are <i>low to moderate income</i> Cumberland County residents?	99%

4. Documentation

A. How will the beneficiaries' information be collected and documented?	Self certification forms from clients, registration forms, and data will be kept both by paper and electronically.
B. How will the units of service be tracked and documented?	Units of service (class sessions, workshop hours, swim lessons) will be tracked by program staff using standardized attendance logs and entered into the project database monthly.
C. How will the outcomes be measured, collected, and documented?	Outcomes (e.g. improved language proficiency via pre-post assessments, skill attainment surveys, participation numbers) will be measured quarterly, compiled by the Project Director, and documented in a final annual report to the City of Westbrook.

PUBLIC SERVICE APPLICATION QUESTIONS

Respond to the narrative questions in a maximum of six pages or seven pages for multi jurisdictional project applications.

1. Provide a **brief summary** (400 words maximum) of the proposed project. - **10 points.**

Focus your answer on issues *such as, but not limited to:* What are the services to be provided? Where will they happen? Who's in charge? Who will be served?

The "Language Support and Beyond" project, administered by the Intercultural Community Center (ICC), will provide essential education, safety, and basic-needs support for low-to-moderate income (LMI) adults in Westbrook. The project directly addresses foundational barriers to stability by offering three core, measurable services: 1) Enhanced English Language Learning (ELL) Classes: We will provide over 70 free, multi-level classes taught by a certified instructor, focusing on practical communication for navigating daily life, healthcare, and employment. 2) Essential Skills Workshops: A series of 7 plus practical sessions on financial literacy, digital skills, health navigation, and parenting, directly requested by our community. 3) Essential Water Safety Initiative: In partnership with Maine Community Swim, we will provide free, trauma-informed swim lessons with the goal of advancing at least thirty beginner and non-swimmers to a competent skill level through a minimum of seven lessons each.

To ensure full access, free transportation will be provided to and from all programming. Furthermore, addressing immediate hardship, this initiative will distribute at least 3,000 pounds of free food to participating families through our partnerships with the Locker Project and Wayside Food Program. Services will be delivered at ICC's facility (36 Patrick Drive) and at partner pool locations, under the management of ICC's Executive Director, Beatrice Mucyo, with oversight from the City of Westbrook.

The project is designed to serve 100 unduplicated Cumberland County residents annually, with at least 99% qualifying as LMI. By equipping residents with language proficiency, practical knowledge, life-saving skills, and critical sustenance, this integrated initiative fosters personal empowerment, community resilience, and a safer, more suitable living environment for Westbrook's most vulnerable residents.

2. Provide a response to the four questions below defining and justifying the **need for the activity**. - **20 points**

- a. Convey the magnitude and severity of the issue to be addressed.
- b. Identify the total number of people affected by the issue.
 - i. Out of the total number of people affected, identify the number of people from low/moderate income households.
- c. Describe to what extent the project makes in the long-term measurable difference in the economic and social health of the region.
- d. How many people or households will be served by the project?

Westbrook is a community of immense potential, yet hundreds of its adult residents face a profound and multi-layered barrier to stability: the interlocking challenges of language acquisition, literacy, and access to essential life skills. The inability to communicate effectively in English is not merely an inconvenience; it is a primary driver of poverty, social isolation, and systemic vulnerability. It locks individuals out of stable employment, complicates crucial healthcare navigation, and hinders their ability to advocate for their families. This foundational issue is compounded by a critical gap in adult education—specifically, water safety—in a state defined by its waterways, creating an unacceptable and preventable public health risk for our most underserved neighbors.

Through our deep-rooted presence, we see this need daily. This project is designed to directly engage 100 of these adults annually, with the explicit understanding that at least 99 of them (99%) come from low-to-moderate income households, based on our years of consistent data from serving this community.

The long-term impact of this work extends far beyond the classroom or the poolside. By empowering an individual with language fluency, we are unlocking their economic potential and paving a path to self-sufficiency. By equipping a parent with financial literacy or digital skills, we are strengthening an entire family's foundation. By teaching water safety, we are saving lives and building confidence. Collectively, these efforts transform dependency into agency. They alleviate strain on public systems, foster a more resilient and integrated community where all residents can contribute, and sow the seeds for generational change. The direct service to 100 individuals, many of whom are primary caregivers, ripples outward, positively influencing the stability and well-being of an estimated 100 household members, thereby nurturing the broader social and economic health of Westbrook for years to come.

3. Provide a response to the three questions concerning **management of the proposed activity** – 10 points

a. Define *who* will manage the grant funded project and *how* they will manage it. b. Explain the experience of the applicant in undertaking projects of similar complexity. c. Describe efforts undertaken or planned to obtain non-CDBG funds, to diminish future reliance on Cumberland County CDBG funds and continue the program without CDBG program funds.

- a. **Grant Management:** The grant will be managed by Beatrice Mucyo, Executive Director of ICC and Adult Program Coordinator, Kai Mawougbe. Beatrice Mucyo and Kai Maqougbe will be responsible for fiscal administration, program implementation, staff supervision, and ensuring compliance with all CDBG requirements.
- b. **Applicant Experience:** The Intercultural Community Center has over a decade of demonstrated excellence in administering similar complex, grant-funded educational and social service programs for LMI and immigrant populations. ICC successfully manages multiple public and

private grants, with reliable systems for financial management, data tracking, and outcome reporting. The proposed instructors and partners (Brooke Teller from Maine Community Swim) are seasoned professionals in their respective fields.

- c. **Non-CDBG Funds and Future Reliance:** We have secured a 20% cash match through other grants and private donations. We are actively pursuing additional funding from foundations (e.g., Maine Health Access Foundation, Sam L. Cohen Foundation) to support and expand this work. Our long-term strategy to build resilience and diminish future reliance on CDBG funds is threefold: 1) Using current CDBG support to solidify these program models and demonstrate their measurable impact; 2) Cultivating diverse, sustainable private funding streams from individuals and institutions based on these proven outcomes; 3) Advancing our strategic priority to acquire a permanent facility. Capitalizing on a building of our own would open new avenues for earned revenue (e.g., rental space, hosting community events) and significantly reduce long-term operational costs, creating a stable financial foundation that ensures these essential services remain accessible to our community for generations to come.

4. Demonstrate that the project is **ready to proceed** – 20 points

- Describe the steps that have been completed or must be completed to initiate the project. These may include: community support, staffing, securing an appropriate location, marketing and networking.
- Describe any existing and/or potential impediments to project initiation

This initiative is built upon a decade's deep foundation of established trust, proven infrastructure, and ready partnerships, positioning it for an immediate and successful launch. Our readiness is anchored by the Intercultural Community Center's ten-plus-year history as a cornerstone of support in Westbrook, which has generated deep community buy-in and a steady, reliable pipeline of participants. Our recruitment is already embedded within the community's support network; we regularly receive direct referrals from the Westbrook School Department, Maine Association for New Americans (MANA), case management services, and through powerful word-of-mouth. The essential operational elements are already in place: our dedicated facility at 36 Patrick Drive is secured and prepared; our experienced leadership team and qualified instructional staff are well-trained and engaged.

Crucially, our key partnerships are not merely formalized but are proven collaborations built on shared success. Our work last summer with Brooke Teller, founder of Maine Community Swim, was so impactful that our youth program received the Maine Out of School Time Community Impact Award. Expanding these award-winning, trauma-informed water safety services to adults is the natural and urgent next step that both our organizations are eager to undertake. The curriculum frameworks for all components are developed, and our outreach strategy leverages these deep, trusted relationships.

To transition from readiness to action, our path forward involves a few focused final steps: finalizing the seasonal pool rental agreement, executing a targeted recruitment campaign through our established referral networks, and procuring the remaining specialized materials. We foresee no

significant impediments to initiation. The only typical challenge for a new program cycle—ensuring robust initial enrollment—is overwhelmingly mitigated by our organization's embedded presence and the proven demand signaled by our referral partners. Our marketing will flow organically through these trusted channels, ensuring that the community members who stand to benefit most are the first to know and can seamlessly access these vital, life-changing services.

5. **Budget for project.** Fill in the attached budget form *and provide the basis for determination of budget amounts (Appendix IV).* - 5 points

- Describe how funds, including match when applicable, will be distributed between project elements.
- Limit the budget and budget description to that portion of your program that is applicable to this application.
- For projects requiring a match: County sponsored projects do not require a match. Community sponsored applicants require a threshold 20% match in cash, donated land or building materials, or contracted project development services. In-kind contributions are allowed, but need to be documented, quantifiable services for work performed.

Applications will not be accepted without a completed budget.

The \$138,500 in total project expenses is strategically aligned with the three core service areas. The requested CDBG funds are allocated to cover the essential, direct costs of program delivery:

- **Personnel:** The majority of the CDBG request (\$40,500, or 67.5%) is allocated to Employee Salaries (\$37,500) and Fringe Benefits (\$3,000). This investment directly funds the certified ELL instructor who is central to the program's success in addition to other adult program staff.
- **Direct Program Operations:** CDBG funds will cover Materials/Supplies (\$2,500) for classes and workshops, Equipment (\$2,500) such as life jackets for swim safety, and Contracted Services (\$3,000) for our water safety instruction partnership with Maine Community Swim.
- **Accessibility and Support:** To ensure full participation, CDBG funds will support Transportation (\$3,000) and Food (\$2,500). Remaining funds are allocated to Advertising & Public Information (\$1,500) and Professional Development (\$1,500) for program staff.

This budget ensures that CDBG funds are invested directly into the personnel and services that form the backbone of the "Language and Beyond" model, while other secured and projected funds support complementary operational and administrative costs, creating an efficient and impactful use of public resources.

6. **Implementation schedule** for project: - 5 points

This project represents a strategic enhancement and expansion of our core Adult Education Program, which has been a continuous, vital service in Westbrook for years. This existing operational foundation

allows for a swift and seamless transition upon grant award. We are prepared to initiate all new and expanded components without delay, ensuring no gap in service for our community.

Our implementation will follow a deliberate, rolling schedule designed to build momentum and integrate new offerings naturally. Upon notification of an award in July 2026, we will immediately finalize partnership details and launch a targeted recruitment campaign through our established community networks. By August, the enhanced English Language Learning (ELL) classes and the inaugural series of Life Skills Workshops will commence at our facility. As summer transitions to fall in September, we will launch the first session of our Water Safety initiative in partnership with Maine Community Swim.

From October 2026 through June 2027, a sustainable cycle of learning and engagement will be in full motion: ELL classes and workshops will run continuously, adapting to participant feedback, while a second session of swim lessons will be offered in the spring or early summer of 2027. Throughout this entire period, rigorous data collection, attendance tracking, and quarterly reporting will be embedded in our operations, providing real-time insight into our impact. The project will culminate in June 2027 with the compilation of final outcomes and a comprehensive report, marking not an end, but the successful institutionalization of these expanded services for the long-term benefit of Westbrook residents.

7. Provide a response to the three questions demonstrating the **need for CDBG program funds**
- 15 points

- a. Why are CDBG funds critical for the commencement and ultimate success of the project?
- b. Have you, or will you, seek funds from other sources? If so, what are those funding sources?
- c. What is the impact on the project if CDBG funds are not received or if only partial CDBG funds are received?
- d. *If your program or project has been funded by CDBG in the past*, describe the outcomes and performance of the prior grant funding: How many people did you serve? Did you meet your goals? How would further funding impact the program?

a. In a shifting funding landscape where targeted grants are increasingly restrictive and direct aid for basic needs is harder to secure, community-led hubs like ICC are more vital than ever. We witness daily how systemic barriers—language, transportation, digital access—compound the struggle for families facing financial hardship, making it difficult to secure essentials like food, stable housing, and healthcare. Last year alone, our on-site pantry distributed over 3,000 pounds of food to families in crisis, a tangible lifeline made possible by our deep community connections and trusted presence.

CDBG funds are the critical public investment that empowers this local infrastructure to function effectively. They provide the flexible, core operating support necessary to launch and sustain our integrated “language and beyond” model at a meaningful scale. CDBG resources can be directed toward the essential personnel and direct service coordination that form the backbone of this work—enabling us to offer not just isolated classes, but a holistic pathway to stability that includes navigating urgent needs. Without this foundational public support, the seamless connection between crisis intervention, English

literacy, life skills, and essential safety education simply could not be achieved. It is precisely this comprehensive, wrap-around approach—anchored by CDBG—that allows trusted community organizations to help residents not only survive immediate challenges, but build the skills to thrive long-term.

b. Other Funding Sources: To ensure sustainability and deepen impact, we actively cultivate a diverse funding ecosystem. We have already secured a 20% cash match through other grants and private donations, and we are actively pursuing additional support from foundations such as the William Sloan Jelin Charitable Foundation, the Quimby Family Foundation, and the Centene Foundation. We also engage individual donors and explore state-level opportunities. These resources are essential, but they often come with specific restrictions; CDBG funds provide the adaptable core that allows these other investments to work in harmony, amplifying our overall reach.

c. Impact Without Full or Partial CDBG Funds: If CDBG funds are not secured, the scope and depth of this initiative would be profoundly diminished. We would face difficult choices: reducing the number of English class sections, delaying or eliminating the life-saving water safety program, or scaling back the very workshops that provide practical tools for economic stability. Such reductions would not only limit access but would fracture the integrated model that addresses the whole person. Even partial funding would force us to prioritize one component over another, rather than delivering the interconnected support that our community has clearly articulated it needs to thrive.

d. CDBG has been a vital, long-term partner in our Adult Education Program, providing critical investments over multiple years. This sustained public support has served as the cornerstone for building a trusted, effective model. Since 2021, these investments have directly empowered hundreds of low-to-moderate income adults, with transformative and measurable results.

This consistent funding has enabled us to achieve and document significant outcomes. Participant surveys have consistently shown that our students report gaining critical confidence in navigating healthcare systems, supporting their children's education, and accessing essential community services. Our integrated approach, supported by CDBG, has equipped individuals with practical tools: financial literacy workshops have led participants to open their first bank accounts and build financial stability, while dedicated case management has assisted dozens of families in securing stable housing and reliable food access.

Most importantly, this past support did more than deliver discrete services—it validated a holistic model, deepened community trust, and created the momentum we see today. It proved that investment in language and life skills is an investment in long-term community stability.

A new CDBG investment will enable us to scale English classes to meet a recent surge in demand. It will allow us to systematically embed the advanced life-skills workshops that graduates consistently request, and to launch the vital water safety component identified as a clear, unmet community priority. In short, continued CDBG support remains the critical lever that allows a trusted community organization like ours to respond with both agility and depth to Westbrook's evolving needs, turning a history of proven potential into a future of lasting change.

8. Distress Score

Each community will be *assigned* a score from **0 to 10 points** based upon two factors:

- a. Percent of low/moderate income community residents of the total community population.
- b. Percent of low/moderate income residents in the 25 communities of the Cumberland County Entitlement Jurisdiction that reside in the applicant community.

County sponsored projects serving region-wide initiatives will receive a distress score of **6 points**. – The applicant does not need to calculate this score, it will be assigned by County Staff to your application.

9. Multi-Jurisdictional Bonus

5 points will be awarded to projects sponsored by two or more communities demonstrating benefits to low/moderate income residents of all participating communities.

c. Multi-community applicants must answer two additional questions in a maximum of one page:

- i. How will low/moderate income residents in each participating community benefit from the project/activity?
- ii. What role will each applicant community play in the project/activity?

d. Application must be endorsed by officials from all communities. Use form found in *Appendix II*.

e. Distress score for multi-jurisdictional applicants. This will be calculated by the County based on the following factors:

- i. Factor #1: Combine LMI & population of the communities to create a new “LMI as % of population factor”
- ii. Factor #2: Average the existing “LMI as % of County LMI” factor for the communities.

APPENDIX I: BUDGET

*A completed budget must be submitted with the application

Revenues: List ALL funding sources for the proposed program.	Please indicate: Secured or Projected	Revenues TOTAL
CDBG Request	Projected	\$60,000
State/ County Funds (please list)		
City of Westbrook	Secured	10,000
Local Funds		
Private Funds (Grants, Fundraising, etc., please list)		
a. William Sloan Jelin Charitable Foundation	Projected	15,000
b. Quimby Family Foundation	Projected	20,000
c. Kaleid Bridging the Gap Foundation	Secured	5,000
d. Centene Foundation	Projected	10,000
e. Hannaford Bros	Projected	10,000
f. Maine Community Foundation	Secured	8,500
g. Onion Foundation	Secured	10,000
h. Maine Initiatives	Secured	15,000
i. Fundraising	Projected	3,000
TOTAL PROGRAM or PROJECT REVENUE		\$166,500

EXPENDITURES: Feel free to edit categories as relevant to your program	CDBG Expenditures	Expenditures All Other Sources	TOTAL Expenditures
Employee Salaries	37,500	57,000	94,500
Employee Fringe Benefits	3,000	5,800	8,800
Materials/Supplies	2,500	3,500	5,500
Equipment	2,500	3,000	5,500

Advertising & Public Information	1500	1,200	2,700
Contracted services	3,000	4,000	7,000
Food	2,500	2,500	5,000
Transportation	3,000	2,500	5,500
Professional Development	1,500	2000	3,500
TOTAL PROGRAM or PROJECT EXPENSES			138,500

Admin Expenditures for CDBG Program	CDBG Expenditures	Expenditur es All Other Sources	TOTAL Expenditures
Direct Admin Expenditures	3,000	9,000	12,000
Indirect Admin Expenditures	0	15,000	15,000

	A	B	C	D	E	F	G
1							
2	INTERCULTURAL COMMUNITY CENTER OPERATING BUDGET JANUARY 2026-DECEMBER 2026						
3		Administration		Programs		Total Budget 2026	
4	Revenue sources		Youth	Adult	Total Programs		
5	Foundation & Charity	\$ 95,000.00	\$ 80,000.00	\$ 20,000.00	\$ 100,000.00	\$ 195,000.00	
6	Corporate Grants	\$ 12,000.00	\$ 25,000.00	\$ 5,000.00	\$ 30,000.00	\$ 42,000.00	
7	Business&Individual contribution	\$ 15,000.00	\$ 15,000.00	\$ 5,300.00	\$ 20,300.00	\$ 35,300.00	
8	Federal/State Grants	\$ 23,000.00	\$ 220,000.00	\$ 24,000.00	\$ 244,000.00	\$ 267,000.00	
9	Total Revenue	\$ 145,000.00	\$ 340,000.00	\$ 54,300.00	\$ 394,300.00	\$ 539,300.00	
10	Expenditures- Payroll						
11	Payroll Expenses- Admin	\$ 92,520.74	\$ -	\$ -	\$ -	\$ 92,520.74	
12	Payroll Expenses- Programs	\$ -	\$ 261,498.45	\$ 43,857.00	\$ 305,355.45	\$ 305,355.45	
13	Benefits	\$ 13,540.44	\$ 21,305.62	\$ 3,443.24	\$ 24,748.86	\$ 38,289.30	
14	Contract Services - Payroll Service	\$ 500.00	\$ 1,400.00	\$ 300.00	\$ 1,700.00	\$ 2,200.00	
15	Contract Services - Accounting	\$ 4,700.00	\$ -	\$ -	\$ -	\$ 4,700.00	
16	Cleaning Services	\$ 10,800.00	\$ -	\$ -	\$ -	\$ 10,800.00	
17	Contracted Services - Other	\$ 3,000.00	\$ 14,500.00	\$ 1,000.00	\$ 15,500.00	\$ 18,500.00	
18	Projected potential bonus	\$ 4,626.04	\$ 13,074.92	\$ 2,192.85	\$ 15,267.77	\$ 19,893.81	
19	Expenditure-Admin/programs						
20	Grants and Fundraising Expense	\$ 700.00	\$ -	\$ -	\$ -	\$ 700.00	
21	Insurance - Liability	\$ 4,805.00	\$ -	\$ -	\$ -	\$ 4,805.00	
22	Insurance - Vans	\$ 7,900.00	\$ -	\$ -	\$ -	\$ 7,900.00	
23	Postage	\$ 200.00	\$ -	\$ -	\$ -	\$ 200.00	
24	Van Maintenance	\$ 3,000.00	\$ -	\$ -	\$ -	\$ 3,000.00	
25	Equipment Rental &Purchase	\$ 1,000.00	\$ 3,500.00	\$ 600.00	\$ 4,100.00	\$ 5,100.00	
26	Snacks and food	\$ 300.00	\$ 4,000.00	\$ 700.00	\$ 4,700.00	\$ 5,000.00	
27	Van gas	\$ -	\$ 2,700.00	\$ -	\$ 2,700.00	\$ 2,700.00	
28	Supplies	\$ 500.00	\$ 8,000.00	\$ 600.00	\$ 8,600.00	\$ 9,100.00	
29	Prof development	\$ 500.00	\$ 3,000.00	\$ 500.00	\$ 3,500.00	\$ 4,000.00	
30	Communication	\$ -	\$ 1,500.00	\$ -	\$ 1,500.00	\$ 1,500.00	
31	Staff appreciation	\$ 1,500.00	\$ 1,000.00	\$ 500.00	\$ 1,500.00	\$ 3,000.00	
32	Total Expenditures	\$ 150,092.21	\$ 335,478.99	\$ 53,693.09	\$ 389,172.08	\$ 539,264.30	
33							

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

DEPARTMENT OF THE TREASURY

Date: APR 07 2015

INTERCULTURAL COMMUNITY CENTER
36 PATRICK DR
WESTBROOK, ME 04092

Employer Identification Number:
47-1737212

DLN:
17053329334034

Contact Person:
PAULA J MOLL-MALONE ID# 31262

Contact Telephone Number:
(877) 829-5500

Accounting Period Ending:
December 31

Public Charity Status:
170(b)(1)(A)(vi)

Form 990 Required:
Yes

Effective Date of Exemption:
May 30, 2014

Contribution Deductibility:
Yes

Addendum Applies:
No

Dear Applicant:

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

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

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

Sincerely,

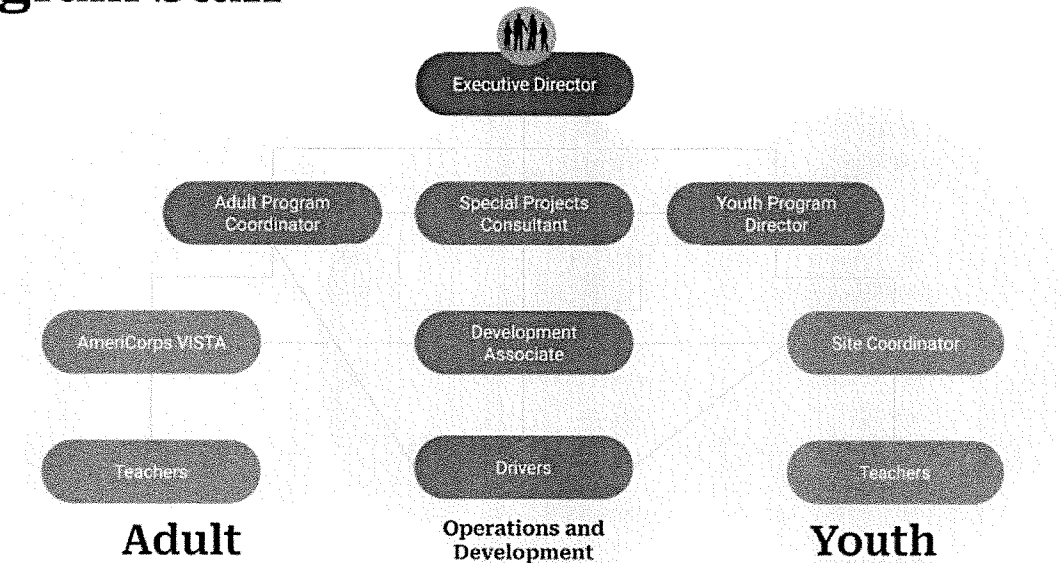


Director, Exempt Organizations

Letter 947

AGENCY ORGANIZATIONAL CHART

Program Staff



BOARD MEMBERS

Colleen Yee is ICC's current Board Chair and the Assistant Director of Advising at Bunker Hill Community College. Ms. Yee has extensive experience working with immigrants and international students. Ms. Yee has been involved with ICC's board for two years. Colleen currently resides in Westbrook, Maine.

Colleen Hilton is the Vice Chair, former Mayor of Westbrook and the current Senior Vice President for Northern Light Health. Ms. Hilton connects our organization with vaccine clinics and valuable health resources. Ms. Hilton has been involved with ICC's board for eight years. Colleen currently resides in South Portland, Maine.

Brian Mazjanis is the Board Secretary and former Principal of Saccarappa Elementary School. Mr. Mazjanis is the current Financial Director of the Westbrook School Department and advocates for our youth program's relationship with the Westbrook School Department. Mr. Mazjanis has been involved with ICC's board for six years. Brian currently resides in Portland, Maine.

Didier Hakizimana is the Board Treasurer and immigrated from Rwanda with his family. Mr. Hakizimana is a Certified Public Accountant and assists with managing the operating budget and finances of ICC. Mr. Hakizimana has been involved with ICC's board for nine years. Didier currently resides in Westbrook.

Claude Rwaganje is the Executive Director for Prosperity Maine (a financial literacy nonprofit) and City Council Member At Large of Westbrook. Mr. Rwaganje immigrated from the Democratic Republic of Congo. He has extensive experience working with immigrants and refugees to establish financial knowledge and literacy. Mr. Rwaganje has been involved with ICC's board for nine years. Claude currently resides in Westbrook, Maine.

Andrew Turcotte is the current Fire Chief of Falmouth. Mr. Turcotte is a part of numerous local emergency medical services groups and brings valuable community connections to ICC. Mr. Turcotte has been involved with ICC's board for seven years. Andrew currently resides in Windham, Maine.

Edmond Kabagambe is an independent HR specialist.

Jennifer Munro is a Westbrook City Councilor. Jennifer currently resides in Westbrook, Maine.

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

2024

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2024 calendar year, or tax year beginning 01/01/2024 and ending 12/31/2024			
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization INTERCULTURAL COMMUNITY CENTER		D Employer identification number 47-1737212
	Doing business as		E Telephone number 207-712-0008
	Number and street (or P.O. box if mail is not delivered to street address) Room/suite 36 Patrick Drive		
	City or town, state or province, country, and ZIP or foreign postal code Westbrook, ME 04092		G Gross receipts \$ 604,573
	F Name and address of principal officer: Beatrice Mucyo 36 Patrick Drive, Westbrook, ME 04092		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions.
	I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		H(c) Group exemption number
J Website: http://iccmaine.org/index.php			
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other		L Year of formation: 2014	
		M State of legal domicile: ME	

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: <u>Mission: The Intercultural Community Center supports and improves the lives of low income families by providing health, social and educational opportunities.</u>	
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.	
	3	Number of voting members of the governing body (Part VI, line 1a)	3 7
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4 7
	5	Total number of individuals employed in calendar year 2024 (Part V, line 2a)	5 15
	6	Total number of volunteers (estimate if necessary)	6 15
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a 0
	7b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b 0
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year 517,878 Current Year 594,218
	9	Program service revenue (Part VIII, line 2g)	0 0
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	0 10,355
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0 0
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	517,878 604,573
	Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)
14		Benefits paid to or for members (Part IX, column (A), line 4)	0 0
15		Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	409,491 473,950
16a		Professional fundraising fees (Part IX, column (A), line 11e)	0 0
16b		Total fundraising expenses (Part IX, column (D), line 25)	0 0
17		Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	150,002 124,642
Net Assets or Fund Balances	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	559,493 598,592
	19	Revenue less expenses. Subtract line 18 from line 12	-41,615 5,981
	20	Total assets (Part X, line 16)	Beginning of Current Year 507,533 End of Year 474,838
	21	Total liabilities (Part X, line 26)	49,419 10,743
	22	Net assets or fund balances. Subtract line 21 from line 20	458,114 464,095

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign
Here

Signature of officer

Date

Beatrice Mucyo, Executive Director

Type or print name and title

Paid
Preparer
Use Only

Preparer's name

Didier Hakizimana

Preparer's signature

Didier Hakizimana

Date

11/6/2025

Check ☐ if
self-employed

PTIN

P01609464

Firm's name D&G Accountants LLC

Firm's EIN 47-1685658

Firm's address PO BOX 1112, Westbrook, ME 04098

Phone no. 207-838-3467

May the IRS discuss this return with the preparer shown above? See instructions ☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 11282Y

Form 990 (2024)

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☐

- 1 Briefly describe the organization's mission: Our Mission: The Intercultural Community Center supports and improves the lives of low-income families by providing health, social and educational opportunities.
- 2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No
If "Yes," describe these new services on Schedule O.
- 3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No
If "Yes," describe these changes on Schedule O.
- 4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 319,412 including grants of \$ 303,820) (Revenue \$ 303,820)
The Intercultural Community Center's Power School Summer and Afterschool programs served over 120 students, grades 3 thru 8, in 2024. Power School programs are designed to address specific needs of refugee, immigrant, and low-income families. Curriculum support is designed to provide resources for children of moderate economic means while helping ELLs (English Language Learners) gain English fluency, solidify academic gains and develop social skills in a fun, low-pressure learning environment. The goal is to give these students the added support to be life-long learners and contributing citizens by capitalizing on the many skills and talents they already have. Because our student population comes to us with a wide range of English ability, we strive to provide differentiated education based on our students' previous exposure to academics. Power Schools offers instruction to enhance reading comprehension, grammar, vocabulary, grade-appropriate mathematics, sciences, social studies, and also introduces life skills like cooking, job interviews, how to manage money, and basic cultural adaptation. Afterschool activities such as mentoring, tutoring and homework help target students whose academic performance needs improvement. The Power School Summer Programs works to stem the loss of English that can happen over the summer by providing an academically rigorous curriculum, but also includes recreation, arts and crafts, outdoor activities and weekly field trips.

4b (Code:) (Expenses \$ 86,531 including grants of \$ 49,922) (Revenue \$ 49,922)
Intercultural Community Center provides adult education and case management to meet the needs of families it serves. This includes English classes, career development, cooking classes, etc. In 2024 more than 40 adults were served. Intercultural Community Center also provided its facility for dental service advocacy, housing rental application assistance, etc.

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe on Schedule O.)
 (Expenses \$ 0 including grants of \$ 0) (Revenue \$ 0)

4e Total program service expenses 405,943

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1 ✓	
2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	2 ✓	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	✓
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4	✓
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III	5	✓
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	✓
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	✓
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8	✓
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9	✓
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? If "Yes," complete Schedule D, Part V	10	✓
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a	✓
b Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b	✓
c Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c	✓
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d	✓
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e	✓
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f	✓
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a	✓
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b	✓
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	✓
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	✓
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b	✓
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15	✓
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16	✓
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions	17	✓
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	✓
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	✓
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	✓
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21	✓

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	<input type="checkbox"/>	<input type="checkbox"/>
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	<input type="checkbox"/>	<input type="checkbox"/>
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	<input type="checkbox"/>	<input type="checkbox"/>
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
28 Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions).	<input type="checkbox"/>	<input type="checkbox"/>
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
29 Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	<input type="checkbox"/>	<input type="checkbox"/>
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	<input type="checkbox"/>	<input type="checkbox"/>
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	<input type="checkbox"/>	<input type="checkbox"/>
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)			Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a 15		
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	✓	
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		✓
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		✓
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		✓
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		✓
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		✓
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7	Organizations that may receive deductible contributions under section 170(c).			
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d		
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		
9	Sponsoring organizations maintaining donor advised funds.			
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10	Section 501(c)(7) organizations. Enter:			
a	Initiation fees and capital contributions included on Part VIII, line 12	10a		
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11	Section 501(c)(12) organizations. Enter:			
a	Gross income from members or shareholders	11a		
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b		
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b		
13	Section 501(c)(29) qualified nonprofit health insurance issuers.			
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b		
c	Enter the amount of reserves on hand	13c		
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a		✓
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15		✓
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16		✓
17	Section 501(c)(21) organizations. Did the trust, or any disqualified or other person, engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.	17		

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

	1a	1b	2	3	4	5	6	7a	7b	8a	8b	9	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year	7													
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.														
b Enter the number of voting members included on line 1a, above, who are independent		7												
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?			2											✓
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?				3										✓
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?					4									✓
5 Did the organization become aware during the year of a significant diversion of the organization's assets?						5								✓
6 Did the organization have members or stockholders?							6							✓
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?								7a						✓
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?									7b					✓
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:														
a The governing body?										8a	✓			
b Each committee with authority to act on behalf of the governing body?											8b	✓		
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O												9		✓

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	10a	10b	11a	11b	12a	12b	12c	13	14	15a	15b	16a	16b	Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a														✓
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		10b													
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?			11a	✓											
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.															
12a Did the organization have a written conflict of interest policy? If "No," go to line 13					12a	✓									
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?						12b	✓								
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done							12c								✓
13 Did the organization have a written whistleblower policy?								13							✓
14 Did the organization have a written document retention and destruction policy?									14						✓
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?															
a The organization's CEO, Executive Director, or top management official										15a	✓				
b Other officers or key employees of the organization											15b	✓			
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.															
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?												16a			✓
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?													16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ME

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.
 Beatrice Mucyo, (207)213-9104

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

[illegible]

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees *(continued)*

[illegible]

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants, and Other Similar Amounts	1a	Federated campaigns	1a	0			
	b	Membership dues	1b	0			
	c	Fundraising events	1c	0			
	d	Related organizations	1d	0			
	e	Government grants (contributions)	1e	433,393			
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	160,825			
	g	Noncash contributions included in lines 1a-1f	1g	\$ 0			
	h	Total. Add lines 1a-1f		594,218			
Program Service Revenue				Business Code			
	2a						
	b						
	c						
	d						
	e						
	f	All other program service revenue					
g	Total. Add lines 2a-2f			0			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		10,355	10,355	0	0
	4	Income from investment of tax-exempt bond proceeds		0	0	0	0
	5	Royalties		0	0	0	0
			(i) Real	(ii) Personal			
	6a	Gross rents	6a				
	b	Less: rental expenses	6b				
	c	Rental income or (loss)	6c	0	0		
	d	Net rental income or (loss)					
	7a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other			
	b	Less: cost or other basis and sales expenses	7b				
	c	Gain or (loss)	7c	0	0		
	d	Net gain or (loss)					
	8a	Gross income from fundraising events (not including \$_____ of contributions reported on line 1c). See Part IV, line 18	8a				
	b	Less: direct expenses	8b				
	c	Net income or (loss) from fundraising events					
	9a	Gross income from gaming activities. See Part IV, line 19	9a				
	b	Less: direct expenses	9b				
	c	Net income or (loss) from gaming activities					
	10a	Gross sales of inventory, less returns and allowances	10a				
b	Less: cost of goods sold	10b					
c	Net income or (loss) from sales of inventory						
Miscellaneous Revenue				Business Code			
	11a						
	b						
	c						
	d	All other revenue					
e	Total. Add lines 11a-11d			0			
12	Total revenue. See instructions			604,573	10,355	0	0

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2	Grants and other assistance to domestic individuals. See Part IV, line 22				
3	Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees	91,989		91,989	
6	Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	381,961	347,103	34,858	
8	Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9	Other employee benefits				
10	Payroll taxes				
11	Fees for services (nonemployees):				
a	Management				
b	Legal				
c	Accounting	2,500		2,500	
d	Lobbying				
e	Professional fundraising services. See Part IV, line 17				
f	Investment management fees				
g	Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)				
12	Advertising and promotion	451	387	64	
13	Office expenses	29,253	23,829	5,424	
14	Information technology	682	341	341	
15	Royalties				
16	Occupancy	25,000		25,000	
17	Travel	29,562	13,976	15,586	
18	Payments of travel or entertainment expenses for any federal, state, or local public officials				
19	Conferences, conventions, and meetings	903	885	18	
20	Interest				
21	Payments to affiliates				
22	Depreciation, depletion, and amortization				
23	Insurance	4,068		4,068	
24	Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a	Payroll fee	2,641	0	2,641	0
b	Furniture and Equipment	17,259	8,744	8,515	0
c	Permits and Licensing	385	0	385	0
d	Contractors	4,037	4,037	0	0
e	All other expenses	7,901	6,641	1,260	0
25	Total functional expenses. Add lines 1 through 24e	598,592	405,943	192,649	0
26	Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	394,533	1	59,851
	2 Savings and temporary cash investments		2	210,508
	3 Pledges and grants receivable, net		3	116,479
	4 Accounts receivable, net	0	4	
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	0
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	0
	7 Notes and loans receivable, net		7	0
	8 Inventories for sale or use		8	0
	9 Prepaid expenses and deferred charges	113,000	9	88,000
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a		
	b Less: accumulated depreciation	10b	0	10c
	11 Investments—publicly traded securities		11	
	12 Investments—other securities. See Part IV, line 11		12	
	13 Investments—program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11		15	
16 Total assets. Add lines 1 through 15 (must equal line 33)	507,533	16	474,838	
Liabilities	17 Accounts payable and accrued expenses	6,952	17	0
	18 Grants payable		18	
	19 Deferred revenue	25,000	19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties	17,467	24	10,743
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25	49,419	26	10,743
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	458,114	27	464,095
	28 Net assets with donor restrictions	0	28	0
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	458,114	32	464,095
33 Total liabilities and net assets/fund balances	507,533	33	474,838	

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	604,573
2	Total expenses (must equal Part IX, column (A), line 25)	2	598,592
3	Revenue less expenses. Subtract line 2 from line 1	3	5,981
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	458,114
5	Net unrealized gains (losses) on investments	5	0
6	Donated services and use of facilities	6	0
7	Investment expenses	7	0
8	Prior period adjustments	8	0
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	464,095

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? . . . If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both. <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2a	✓
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both. <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	2b	✓
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? . . . If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	2c	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a	✓
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits .	3b	

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2024

Open to Public
Inspection

Name of the organization

INTERCULTURAL COMMUNITY CENTER

Employer identification number

47-1737212

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: _____
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	353,116	467,194	492,990	517,878	604,573	2,435,751
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	353,116	467,194	492,990	517,878	604,573	2,435,751
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4						2,435,751

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
7 Amounts from line 4	353,116	467,194	492,990	517,878	604,573	2,435,751
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						2,435,751
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2024 (line 6, column (f), divided by line 11, column (f))	14	100 %
15 Public support percentage from 2023 Schedule A, Part II, line 14	15	100 %
16a 33¹/₃% support test—2024. If the organization did not check the box on line 13, and line 14 is 33 ¹ / ₃ % or more, check this box and stop here . The organization qualifies as a publicly supported organization		<input checked="" type="checkbox"/>
b 33¹/₃% support test—2023. If the organization did not check a box on line 13 or 16a, and line 15 is 33 ¹ / ₃ % or more, check this box and stop here . The organization qualifies as a publicly supported organization		<input type="checkbox"/>
17a 10%-facts-and-circumstances test—2024. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here . Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 10%-facts-and-circumstances test—2023. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here . Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		<input type="checkbox"/>

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II.
If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2024 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2023 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2024 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2023 Schedule A, Part III, line 17	18	%
19a 33¹/₃% support tests—2024. If the organization did not check the box on line 14, and line 15 is more than 33 ¹ / ₃ %, and line 17 is not more than 33 ¹ / ₃ %, check this box and stop here . The organization qualifies as a publicly supported organization <input type="checkbox"/>		
b 33¹/₃% support tests—2023. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 ¹ / ₃ %, and line 18 is not more than 33 ¹ / ₃ %, check this box and stop here . The organization qualifies as a publicly supported organization <input type="checkbox"/>		
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions <input type="checkbox"/>		

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.	1	
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).	2	
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer lines 3b and 3c below.	3a	
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.	3b	
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.	3c	
4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.	4a	
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.	4b	
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.	4c	
5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).	5a	
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b	
c Substitutions only. Was the substitution the result of an event beyond the organization's control?	5c	
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI .	6	
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990).	7	
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? If "Yes," complete Part I of Schedule L (Form 990).	8	
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI .	9a	
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI .	9b	
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI .	9c	
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer line 10b below.	10a	
b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)	10b	

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
b A family member of a person described on line 11a above?		
c A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI .		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s), or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).		
2 Activities Test. Answer lines 2a and 2b below.		
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.	Yes	No
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.		
3 Parent of Supported Organizations. Answer lines 3a and 3b below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No," provide details in Part VI .		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A—Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	
Section B—Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	
Section C—Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations *(continued)*

Section D—Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required— <i>provide details in Part VI</i>)	5
6	Other distributions (<i>describe in Part VI</i>). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.	8
9	Distributable amount for 2024 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E—Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2024	(iii) Distributable Amount for 2024
1 Distributable amount for 2024 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2024 (reasonable cause required— <i>explain in Part VI</i>). See instructions.			
3 Excess distributions carryover, if any, to 2024			
a From 2019			
b From 2020			
c From 2021			
d From 2022			
e From 2023			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2024 distributable amount			
i Carryover from 2019 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2024 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2024 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2024, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
6 Remaining underdistributions for 2024. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
7 Excess distributions carryover to 2025. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2020 . . .			
b Excess from 2021 . . .			
c Excess from 2022 . . .			
d Excess from 2023 . . .			
e Excess from 2024 . . .			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

**SCHEDULE O
(Form 990)**

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

**Open to Public
Inspection**

Name of the organization

INTERCULTURAL COMMUNITY CENTER

Employer identification number

47-1737212

Form 990, Part VI, Section B, Line 11b - Once the Form 990 is completed in draft format, it is distributed to all board directors for review. After their review and approval, the Form 990 is finalized and filed.

Form 990, Part VI, Section B, Line 15 - Form 990, Part VI, Section B, Line 15 - The full Board is responsible for determining compensation for executive employees and making the final decision. The policy requires that this determination process include consideration of relevant market data, such as the most recent available survey of nonprofit salary rates in Maine or comparable data sources.

Form 990, Part VI, Section C, Line 19 - Form 990, Part VI, Section C, Line 19 - The Governing documents, conflict of interest policy, and financial statements of Intercultural Community Center are available to the public upon request. These documents are kept in the office of the organization.

**Schedule B
(Form 990)**

(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

Name of the organization

INTERCULTURAL COMMUNITY CENTER

Employer identification number

47-1737212

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 501(c)(3) (enter number) organization

☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation

☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation

☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

- ☒ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

- ☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 $\frac{1}{3}$ % support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

Name of organization

INTERCULTURAL COMMUNITY CENTER

Employer identification number

47-1737212

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	21st Century Community Learning Centers 111 Sewall St Augusta, ME 04330	\$ 129,572	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	City of Westbrook CDBG 2 York Street Westbrook, ME 04092	\$ 10,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	Maine Community Foundation 245 Main St Ellsworth, ME 04065	\$ 55,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	Onion Foundation 2 Great Falls Plaza Auburn, ME 04210	\$ 15,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	Maine Initiatives 57 Exchange St Suite 100 Portland, ME 04101	\$ 20,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	Good Shepard Food Bank 3121 Hotel Rd Auburn, ME 04211	\$ 5,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

INTERCULTURAL COMMUNITY CENTER

Employer identification number

47-1737212

Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	Maine Department of Health and Human Services 35 Anthony Ave 11 SHS Augusta, ME 04333	\$ 53,228	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
8	John T Gorman Foundation 1 Canal Plaza Ste 800 Portland, ME 04101	\$ 20,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
9	Maine Outdoor Learning Initiative- Maine Department of Education 23 State House Station Augusta, ME 04330	\$ 147,625	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
10	Maine Out of School Time - Maine Department of Education 23 State House Station Augusta, ME 04330	\$ 50,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
11	Maine Cumberland County 389 Congress St Portland, ME 04101	\$ 37,927	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
12	Maine Juvenile Justice Advisory Group 25 Tyson Dr Augusta, ME 04330	\$ 5,000	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

Employer identification number

INTERCULTURAL COMMUNITY CENTER

47-1737212

Part I **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	

Name of organization

Employer identification number

INTERCULTURAL COMMUNITY CENTER

47-1737212

Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this information once. See instructions.) \$ _____

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

-----	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee

-----	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee

-----	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee

-----	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee



MAYORS OFFICE



David Morse
Westbrook Mayor
2 York Street
Westbrook, Maine 04092
Phone/Fax: 207-591-8110
Email: mayor@westbrook.me.us

January 12, 2026

Courtney Kemp
Cumberland County Community Development Office
27 Northport Drive
Portland, Maine 04103

Dear Courtney,

I am writing to confirm that a Demonstration of Endorsement by Elected Officials for the City of Westbrook's CDBG 2026 General Application for *Pedestrian Safety Lighting Improvements along Riverwalk South* is on the 2/2/2026 Westbrook City Council meeting for approval. Meeting minutes will be emailed to you following the meeting.

A Demonstration of Endorsement will also be provided for ICC's Public Service application for *Language Support and Beyond for Low-income Westbrook Families* at the 2/2/2026 meeting.

There may be a need to provide a Demonstration of Endorsement by Elected Officials for the multi-municipal applications submitted by Project Home and Furniture Friends. The City can include those endorsements in the 2/2/2026 meeting if necessary.

Sincerely,

Mayor David Morse
City of Westbrook

Maine
Cumberland **County**

**Community Development
Block Grant Program**

Public Service Program Application

Program Year 2026

Final Applications Due: 4:00pm, January 14, 2026

**Cumberland County
Community Development Office
27 Northport Drive
Portland, Maine 04103
Tel. 207- 619-1036**

An electronic copy of this application is available at
cumberlandcountyme.gov/CDBGapplications **TABLE OF CONTENTS**

EXPLANATION OF 2026 PUBLIC SERVICE APPLICATION PROCESS	1
---	----------

CRITICAL DUE DATES	1
APPLICATION OVERVIEW AND PROCESS	1
APPLICATION TIMETABLE	2
PROGRAM PRIORITIES	2
THE “EXCEPTION RULE” LIST.....	3
PRESUMED BENEFIT GROUPS.....	3
REVIEW OF APPLICATIONS	3
SELECTION CRITERIA FOR GENERAL PROGRAM APPLICATIONS	3
ADDITIONAL INFORMATION	4
SUBMISSION REQUIREMENTS.....	4
 2026 PUBLIC SERVICE PROGRAM APPLICATION	 1
CHECKLIST	1
2026 PUBLIC SERVICE COVER PAGE	2
PUBLIC SERVICE SUMMARY SHEET	3
PUBLIC SERVICE APPLICATION QUESTIONS	4
APPENDIX I: BUDGET	i
APPENDIX II: MULTI-COMMUNITY APPLICATION ENDORSEMENT	ii
APPENDIX III: 2025 EXCEPTION RULE LIST	iii
APPENDIX IV: CURRENT INCOME LIMITS	iv
APPENDIX V: AREA WIDE BENEFIT MAP	v
APPENDIX VI: COMMUNITY DISTRESS SCORE	vi
APPENDIX VII: CURRENT YEAR GRANT REQUIREMENTS	Error! Bookmark not defined.i

EXPLANATION OF 2026 PUBLIC SERVICE APPLICATION PROCESS

CRITICAL DUE DATES

- Pre-Applications: Thursday, December 11, 2025 – 4:00PM
- Final Applications: Wednesday, January 14, 2026 – 4:00PM

APPLICATION OVERVIEW AND PROCESS

The Cumberland County CDBG Grant Program will distribute funds for community and regional activities in the 2026 program year. The exact amount to be distributed will be determined in the upcoming months.

1. Eligible Applicants:
 - a. Municipalities & the County are the only eligible applicants for this program.
 - b. Non-profit service providers, businesses or other organizations/entities apply through a municipality for a local program and through the County for a regional program.
2. Applicants, *except for those sponsored by the County*, must demonstrate a 20% local match.
3. Applicants must submit “pre-applications” by 4:00pm on December 11, 2025. Applicants will receive approval to submit a final application by December 19, 2025, *at the latest*.

Pre-Applications are a separate document and a separate attachment in the 2024 CDBG Application distribution e-mail. If needed, please contact Cumberland County Community Development for a copy of the 2026 Pre-Application.

4. Maximum number of applications:
 - a. Community applicants (single community applications) are limited to any combination of **two** Public Services and/or General Program applications.
 - b. Cumberland County is limited to any combination of **five** Public Services and/or General Program applications;
 - c. Communities may submit an unlimited number of multi-community applications.
 - d. The number of “pre-applications” is not limited.

5. Multi-community applicants must submit an additional form:
 - a. Signature page for all communities to endorse the application (*Appendix II*).
6. Each community is assigned a community distress score from 0 – 10. The score incorporates two factors: (1) The percent of low/moderate income people in the community and (2) the community's low/moderate income population as a percentage of the county's low/moderate income population. Refer to *Appendix VI* for community distress scores.
7. All final applications must be endorsed by local elected officials prior to submission.
8. There are no minimum or maximum grant award limits.

APPLICATION TIMETABLE

- Program and Application Workshops: Thursday, November 20, 2025 Virtual Meeting:
 - meet.google.com/pkx-knby-hmk ○
 - Phone Number: 1 401-684-2314 ○
 - Passcode: 466 130 100#
- Pre-Applications Due: Thursday, December 11, 2025 – 4:00 PM Emailed to kemp@cumberlandcounty.org
- Receipt of Approval to Submit Application: Friday, December 19, 2025
- Final Applications Due: Wednesday, January 14, 2026 – 4:00 PM
- Applicant presentation to Review Team: Wednesday February 4, 2026 - Morning
- MOC Review: Wednesday March 4, 2026
- County Commissioner Public Hearing: Monday March 16, 2026 - 5:30PM
- County Commissioner Approval: Tuesday April 21, 2026 - 5:30PM
- Submission to HUD: Friday May 15, 2026

PROGRAM PRIORITIES

Access to public services was one of five general program priorities that will be adopted as part of the program's Five-Year Consolidated Plan (2022-2026). Priorities are general and are listed in alphabetical order- not in order of importance.

CDBG program regulations limit the maximum funding for public service activities to 15% of our total HUD allocation for each program year. In the past year (2025) approximately \$135,000 was awarded for Public Service programs.

THE “EXCEPTION RULE” LIST

The Cumberland County CDBG Program falls under a special rule allowing more locations to qualify for area-wide activities beyond the standard 51% low/moderate income requirement, with areas that are at least 48.7% low income qualifying. The list of these block groups for the 2026 program is provided in *Appendix III*.

Most Public Service grantees will qualify for CDBG funds as “limited clientele” activities with at least 51% of those served qualifying as low/moderate income

PRESUMED BENEFIT GROUPS

The following groups qualify for CDBG assistance without having to certify as low/moderate income:

- Abused children
- Battered spouses
- Severely disabled adults
- Homeless persons
- Illiterate adults
- Persons with AIDS
- Migrant farm workers
- Elderly

REVIEW OF APPLICATIONS

- Applications will be reviewed by a team comprised of members of the Municipal Oversight Committee (MOC) appointed by the MOC Chair and one staff member from Cumberland County and/or the Greater Portland Council of Governments (GPCOG).
- Applicants will be provided the opportunity for a brief presentation followed by questions/answers with the Review Team. This meeting will be held on Wednesday, February 4, 2026 - from 8:30-12:00. This will be an in-person meeting. The presentation time slots will be given out once all applications have been received.
- The Review Team will recommend projects for funding to the entire MOC which in turn will make its final recommendations to the Cumberland County Commissioners.
- County Commissioners will vote to endorse the MOC recommended projects.

SELECTION CRITERIA FOR GENERAL PROGRAM APPLICATIONS

Applications will be rated and ranked on the basis of their responses to the application elements.

1. Project Description.....10 points
2. Need for the project.....20 points
3. Project management.....10 points
4. Readiness to proceed.....20 points
5. Project budget.....5 points
6. Implementation schedule.....5 points
7. Demonstration of need for CDBG funds.....15 point
8. Community distress score.....0 – 10 points
9. Multi-community bonus.....5 points

ADDITIONAL INFORMATION

Please contact Cumberland County with any questions or for additional information.

Courtney Kemp

207-619-1036

kemp@cumberlandcounty.org

SUBMISSION REQUIREMENTS

1. Submission of applications:
 - a. **One digital copy (emailed) and one hard copy** of the final application must be mailed or hand delivered to: kemp@cumberlandcounty.org (digital copy) &
Community Development Program (Hard copy)
Cumberland County
27 Northport Dr
Portland, Maine 04103
 - b. Electronic submission *will be accepted* to meet the January 14, 2026 deadline; **however, the hard copy of the application must be received by Tuesday, January 20, 2026 by 4:00PM.**
2. Presentation:
 - a. Write directly into this word document, do not create your own application format
 - b. No binders, covers or folders
 - c. Font: Minimum 12 point type.
 - d. Paper Size: 8.5” X 11” paper
 - e. Margins: At least 1”
 - f. Hard copy may be double sided
3. Application package must include:
 - a. Cover page
 - b. Summary Worksheet
 - c. Responses to the narrative questions

- d. Budget page
 - e. Demonstration of endorsement by elected officials
 - f. Multi-community applications must also include:
 - i. Response to two additional questions
 - ii. Multi-community endorsement/signature page (form provided)
4. **Maximum** length for response to the narrative questions:
- a. Six pages for *public service* applications (Questions 1 - 9).
 - b. Seven pages for multi-jurisdictional applications (Questions 1 - 10).
5. Applications **may** include up to two pages (single-sided) or one page (double-sided) of visual aids, e.g. maps or pictures.

2026 PUBLIC SERVICE PROGRAM APPLICATION

CHECKLIST

SUBMIT COMPLETED CHECKLIST WITH APPLICATION

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

- ☒ **A. Public Service Cover Page**, *limit 1 page*
- ☒ **B. Public Service Summary Sheet**, *limit 1 page*
- ☒ **C. Public Service Application Narrative Questions**, *limit 6 pages*
- ☒ **D. Budget: Revenues and Expenditures**, *limit 1 page*
Budget worksheet MUST match budget listed on the Cover Page, Summary page, and in the narrative
- ☒ **E. Demonstration of Endorsement by Elected Officials**
- ☒ **F. Multi-community Additional Questions & Signature Page**

Required documents for non-profit organizations:

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

____ Tae Chong _____
Checklist Completed By

____ 1/14/26 _____
Date:

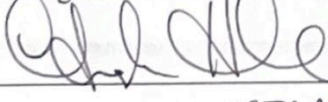
2026 PUBLIC SERVICE COVER PAGE

Application Type	<input checked="" type="checkbox"/> Public Service Application		
Lead Town/City/ Agency	(Name of lead community and any additional partner communities) Westbrook – with Freeport and Furniture Friends		
Project Name	Furniture Friends Infrastructure Expansion – for Westbrook and Freeport		
Mailing Address	City of Westbrook 2 York Street Westbrook, ME 04092		
Project Address	City of Westbrook/ Town of Freeport		
Authorized Official	Angela Holmes	Phone 207-854-9105	Email aholmes@westbrook.me.us
Project Director	Tae Chong	Phone 207-210-3140	Email tchong@furniturefriends.org
Financial Contact	Betsy Smith Treasurer of Furniture Friends	Phone 207-939-7769	Email Bsmith429@gmail.com
Person who completed the Application	Tae Chong Executive Director of Furniture Friends	Phone 207-210-3140	Email tchong@furniturefriends.org
Amount of CDBG Funds Requested	\$ 75,000	Total Project Budget \$ 139,643	

UEI Number	Westbrook: UESDJMLFH45 Freeport: W9WXQPLNEZT3 FF:QMA1QNNYUDK8	<i>*NOTE: An application will not be accepted without a Unique Entity ID Number – Please ask for assistance if your town/city does not have one yet.</i>
------------	---	--

Name and Signature of Authorized Official

Date


CITY ADMINISTRATOR.

1/14/26

PUBLIC SERVICE SUMMARY SHEET

1. **HUD National Objective.** Indicate which National Objective this program activity will address; choose one.

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

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

☐ No ☐ Yes (please circle appropriate population)

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

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

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

☒ **Creating a Suitable Living Environment** ☐

Providing Decent Affordable Housing

☐ **Creating Economic Opportunity**

3. **Beneficiaries.**

A. Describe the beneficiaries or clients served by the program.	A. 97% of our clients will be low and extremely low-income individuals and families experiencing housing stability crisis – about 50% will be children
B. How many Cumberland County residents will be served by the proposed program? (unduplicated -per year)	B. 125
C. How many are <u>low to moderate income Cumberland County residents</u> ?	C. 97% - 121

4. Documentation

A. How will the beneficiaries' information be collected and documented?	A. Client information will be collected by referral agencies such as Westbrook GA office, Avesta Housing, Sweeter and FF staff will work with referral case managers to document requested furniture and location of delivery
B. How will the units of service be tracked and documented?	B. FF staff will track all referrals, furniture requests, the number of items requested and the projected value of the donated items and they will track the time of referral to completed delivery.
C. How will the outcomes be measured, collected, and documented?	C. Each month, FF staff will generate a report of the number of referrals completed, the number of delivery and pick-ups, the number of clients served by geography, the type and number of various furniture donated to clients.

Please limit the Public Service Worksheet to 1 Pages.

PUBLIC SERVICE APPLICATION QUESTIONS

Respond to the narrative questions in a maximum of six pages or seven pages for multijurisdictional project applications.

1. Provide a **brief summary** (400 words maximum) of the proposed project. - **10 points.**

The Furniture Friends Capacity Expansion project, supported by the Cumberland County CDBG Program, will implement critical warehouse infrastructure to modernize Southern Maine's only furniture bank. By upgrading our 7,700-square-foot facility in Westbrook with industrial warehouse racking, we will increase furniture inventory capacity by 40%, effectively expanding our usable footprint to the equivalent of 10,000 square feet. This vertical storage solution allows for the creation of a dedicated Household Goods Hub and a restoration workshop, enabling Furniture Friends to provide a "one-stop shop" for fundamental furniture and home essentials. These include fundamental furniture such as beds and sofas, essential goods like bedding and cookware, and a professional restoration area for minor repairs and sanitation to ensure "housing dignity" for every client. Creating a one stop shop for fundamental furniture and basic household goods creates dignity for our clients who come to our warehouse to pick their own furniture and household goods, and it saves our 150 social service agencies from City of Portland Shelters, Preble Street, Avesta, Sweetser, MaineHealth, SMAAA and more time and resources. Furniture Friends provides all products and delivery services at no cost to our clients or agencies.

Increasing storage space will allow Furniture Friends to accept large donations from institutions and hospitality. We have had to refuse donations because we did not have space. The refusal of gently used fundamental furniture meant we could not help the 110 household clients on our waitlist and large quantities of furniture ended up in our landfill.

The project directly serves low-to-moderate income (LMI) households in crisis across Cumberland County. Our 2025 data highlight the urgency of this need, having served 864 households, including nearly 2,000 individuals and 900 children. We act as the logistical backbone for 150 social service agencies, including regional homeless shelters, and helped 100 households transition from shelters into permanent apartments in the past year alone. This infrastructure improvement will take place at our centralized regional hub in Westbrook. Beyond direct service, the expansion acts as a "force multiplier" for volunteerism and environmental sustainability. In 2024, we diverted 6,700 pieces of furniture from the waste stream, contributing to a 12-year total of 2.6 million pounds diverted from landfills. This CDBG investment is essential to eliminate our current 110-household waitlist and ensure families find homes that are fully equipped with the items required for long-term stability.

Focus your answer on issues such as, but not limited to: What are the services to be provided? Where will they happen? Who's in charge? Who will be served?

2. Provide a response to the four questions below defining and justifying the **need for the activity**. - 20 points

- a. Convey the magnitude and severity of the issue to be addressed.
- b. Identify the total number of people affected by the issue.
 - i. Out of the total number of people affected, identify the number of people from low/moderate income households.
- c. Describe to what extent the project makes in the long-term measurable difference in the economic and social health of the region.
- d. How many people or households will be served by the project?

a. Magnitude and Severity of the Issue "Furniture Poverty" represents a critical but often overlooked barrier to permanent housing stability. Securing a lease is insufficient if a home lacks the essential infrastructure required for health, safety, and dignity. Research from Michigan State University correlates living without basic furniture to a 70% increase in health issues and severe anxiety. For children, this deprivation leads to social isolation and higher school absenteeism. Without beds and tables, subsidized housing placements often fail, undermining public investment and trapping vulnerable families in a cycle of housing instability.

b. Affected Population and LMI Data Demand for housing stabilization services in the Greater Portland and Cumberland County region is currently near an all-time high. In 2025, Furniture Friends received over 1,200 service inquiries from households in crisis, with 125 of those households located specifically in Westbrook and Freeport. Regarding income eligibility, 97% of applicants are verified Low-to-Moderate Income (LMI), with the vast majority falling into the

Extremely Low-Income category (below 30% AMI). This population includes clients from homeless shelters, refugees, survivors of domestic violence, and individuals with disabilities referred by our network of over 150 social service partners.

c. Long-Term Measurable Difference This project secures the region's economic and social health by ensuring high rates of Housing Retention. From an economic perspective, our model provides a Social Return on Investment (SROI) where every \$1 invested returns approximately \$6.49 to the community by reducing emergency shelter costs, lowering ER utilization, and improving client employability. Socially, providing furniture transforms a physical structure into a stable home, improving mental health for adults and educational outcomes for children. Furthermore, we support regional environmental sustainability by reclaiming and sanitizing 6,700 pieces of furniture annually, diverting roughly 2.6 million pounds from landfills to date.

d. Households Served by the Project The CDBG-funded warehouse infrastructure will directly scale our operational capacity to serve between 900 and 1,000 households annually, reaching approximately 2,200 individuals. The 40% increase in vertical storage capacity is specifically intended to eliminate our current 110-household waitlist. This efficiency drastically reduces the time between a client's move-in date and their achievement of a functional, dignified living environment, ensuring that regional housing investments are protected.

3. Provide a response to the three questions concerning **management of the proposed activity**
– 10 points

- a. Define *who* will manage the grant funded project and *how* they will manage it.
- b. Explain the experience of the applicant in undertaking projects of similar complexity.
- c. Describe efforts undertaken or planned to obtain non-CDBG funds, to diminish future reliance on Cumberland County CDBG funds and continue the program without CDBG program funds.

a. Management and Oversight The project will be managed by Executive Director Tae Chong and Operations and Finance Director Valerie Lippert, who bring over a decade of combined nonprofit leadership to the activity. Oversight is fully integrated into our established "Intake-to-Delivery" model, which emphasizes high standards of compliance. Leadership brings five years of direct experience (2019–2024) managing City of Portland CDBG awards, ensuring rigorous HUD-compliant record-keeping and income documentation. Our dual-screening process leverages 150 partner agencies for income verification while internal staff confirm geographic and frequency eligibility.

b. Experience with Similar Complexity For 12 years, Furniture Friends has successfully managed the complex logistics of furniture diversion and poverty relief, processing 2.6 million pounds of furniture for 16,000 clients. We currently operate a 7,700-square-foot facility supported by 150 partner agencies and a 272-person volunteer corps. This project—transitioning from horizontal to industrial vertical storage—is a direct response to a capacity bottleneck. Our limitations in expanding and serving more clients is limited by our inventory. We have plateaued because of our limited space at our warehouse. Inventory and volunteer expansion are the most

critical components to reducing our waitlist and lowering our turnaround times for families in crisis.

c. Sustainability and Reduced Reliance on CDBG Furniture Friends demonstrates exceptional financial resilience, having operated in 2024 with 100% of revenue derived from private donations, corporate sponsorships, and foundations. We view Cumberland County CDBG funds as a strategic, one-time catalytic investment to optimize our warehouse space and allow us to accept more high-volume institutional donations from universities and hotels. We have had to refuse generous donations offers of fundamental furniture because we did not have storage capacity. This infrastructure expansion will trigger a self-sustaining "volunteer-to-donor" pipeline, as increased inventory capacity drives higher volunteer engagement, which is our most consistent source of private philanthropy. By funding this industrial racking system now, the CDBG program enables us to achieve the economy of scale necessary to sustain expanded operations indefinitely through private support.

4. Demonstrate that the project is **ready to proceed** – 20 points

- Describe the steps that have been completed or must be completed to initiate the project. These may include: community support, staffing, securing an appropriate location, marketing and networking.
- Describe any existing and/or potential impediments to project initiation

Furniture Friends is ready to proceed immediately upon award, utilizing an existing, fully permitted facility and an established 6-person professional team that requires no new hiring to scale. In 2025, we had 90 regular volunteers and over 270 individual volunteers. We believe increased inventory and a creation of Household Goods will attract new volunteers and convert part time volunteers to regular volunteers.

Our staff have been researching technical specifications for industrial racking and are prepared to initiate a competitive procurement process to ensure installation within the first grant quarter. With an active network of 150 partner agencies already providing a steady pipeline of LMI beneficiaries, this CDBG investment serves as a "plug-and-play" upgrade requiring no ramp-up period to deliver measurable community impact.

To mitigate potential risks, we have identified multiple vendors. To maintain service for the 110 households on our waitlist during construction, we will implement a phased installation plan that allows the warehouse to remain operational. While high demand currently limits our capacity, this investment specifically resolves that bottleneck, allowing us to immediately activate existing commitments for high-volume furniture donations from regional institutional partners.

5. **Budget for project.** Fill in the attached budget form *and provide the basis for determination of budget amounts (Appendix IV).* - 5 points

- Describe how funds, including match when applicable, will be distributed between project elements.
- Limit the budget and budget description to that portion of your program that is applicable to this application.
- For projects requiring a match: County sponsored projects do not require a match. Community sponsored applicants require a threshold 20% match in cash, donated land or building materials, or contracted project development services. In-kind contributions are allowed, but need to be documented, quantifiable services for work performed.

The \$75,000 CDBG request is strategically divided between Public Facilities (Infrastructure) and Public Services (Staffing). Specifically, \$25,000 is allocated for the procurement and professional installation of heavy-duty industrial pallet racking, which transforms the facility into a 10,000-square-foot equivalent. Our plan is to purchase 24 ten-foot commercial racking kits for \$23,500 which includes taxes and shipping costs and a 10-step rolling safety ladder with a 24" top step at an estimated cost of \$1500. The remaining \$50,000 supports expanded personnel labor required to manage the increased volume. This includes 33% of staff time for logistics and procurement to coordinate high-volume furniture acquisitions, 33% for volunteer recruitment, management and training in furniture acquisition, inventory, restoration and sanitation, and 33% staff time for the development of the new Household Goods Hub, including outreach for essential linens and cookware.

As a community-sponsored applicant, Furniture Friends provides a documented match of \$64,643, which significantly exceeds the 20% threshold by representing a 86% match. This includes \$49,143 in donated furniture assets for 125 households in Westbrook and Freeport, valued based on 2024 fair market data for gently used essentials. Additionally, \$15,500 is provided in-kind for delivery and logistical services, based on a labor valuation of \$30.55 per hour for five staff/volunteers per delivery plus vehicle overhead, totaling \$250 per delivery for 62 households.

Applications will not be accepted without a completed budget.

6. Implementation schedule for project: - 5 points

There are many types of projects, each with their own set of typical activities and timelines. Typical activities for Public Services include, but are not limited to: Procurement of facilities, hiring staff, Program marketing, Program implementation.

Describe the implementation schedule for this program. Is this an existing program that will be able to start on July 1, 2026, or will the program need some time to get up and running?

Furniture Friends is an existing, high-performing program prepared to commence this expansion on July 1, 2026. Because we operate out of an established facility with a functioning referral network, there is no required ramp-up period. Phase 1 begins in July 2026 with HUD-compliant

procurement and competitive bidding. Phase 2 follows in August and September with the phased installation of the racking system to ensure furniture distribution remains uninterrupted. Phase 3 in October 2026 involves the launch of the Household Goods Hub and Restoration Workshop. Finally, Phase 4 from November 2026 through June 2027 will see full-scale capacity operations and the aggressive clearing of the 110-household waitlist.

7. Provide a response to the three questions demonstrating the **need for CDBG program funds**
- 15 points

- a. Why are CDBG funds critical for the commencement and ultimate success of the project?
- b. Have you, or will you, seek funds from other sources? If so, what are those funding sources?
- c. What is the impact on the project if CDBG funds are not received or if only partial CDBG funds are received?
- d. *If your program or project has been funded by CDBG in the past*, describe the outcomes and performance of the prior grant funding: How many people did you serve? Did you meet your goals? How would further funding impact the program?

a. Why are CDBG funds critical for the commencement and ultimate success of the project?

CDBG funds are critical because they provide the **one-time capital investment** required for structural transformation that our operational budget cannot absorb. While our current funding covers essential staffing and utilities, it does not allow for the significant "leap" in infrastructure needed to break our current capacity plateau.

Without these funds, we remain restricted to horizontal storage, forced to decline high-volume furniture donations from institutions (hotels/universities) and leaving our **110-household waitlist** unaddressed. CDBG investment acts as a catalyst: it transforms our 7,700-square-foot footprint into a 10,000-square-foot equivalent through vertical racking, creating the physical space necessary for the new Household Goods Hub and restoration workshop.

b. Have you, or will you, seek funds from other sources? If so, what are those funding sources?

Yes. Furniture Friends maintains a highly diversified and proactive fundraising strategy to leverage CDBG investment. Our current and planned funding sources include:

- **Private & Corporate Philanthropy (80%):** We have a robust base of individual donors and corporate sponsors who fund our daily logistics and delivery costs.
- **Private Foundations (18%):** We actively apply for and receive grants from regional foundations for specific program expenses.

- **In-Kind Donations:** We leverage millions of dollars in in-kind furniture donations from the community and institutional partners.
- **Volunteer Labor:** Our 272 volunteers provide thousands of hours of service, representing a significant "sweat equity" investment that stretches every dollar of cash funding.

c. What is the impact on the project if CDBG funds are not received or if only partial CDBG funds are received?

If CDBG funds are not received, the expansion will be **indefinitely delayed**. We would be forced to continue operating at a "plateaued" capacity, resulting in:

- **Persistent Waitlists:** The 110+ households currently waiting for beds and essentials will continue to live in "furniture poverty."
- **Lost Opportunities:** We would continue to decline large-scale donations from local businesses due to lack of storage, sending usable furniture to landfills instead of homes.

If **partial funding** is received, we will implement a scaled-back version of the racking system. However, this would result in a lower "Return on Investment" (ROI), as we would not be able to fully build out the Restoration Workshop or the Household Goods Hub, limiting our ability to be the "one-stop shop" our 150 partner agencies require.

d. If your program or project has been funded by CDBG in the past, describe the outcomes and performance.

Furniture Friends has a proven track record of exceeding goals with CDBG support. We were recipients of the **City of Portland CDBG from 2019 to 2024**.

- **Performance:** During our most recent funding cycle (2024), we exceeded our service targets by assisting **902 households**.
- **Outcomes:** Over the last five years of CDBG support, we have successfully managed the transition of hundreds of families from homelessness to permanent housing. We have maintained 100% compliance with LMI verification and HUD reporting standards.
- **Impact of Further Funding:** While previous funding supported operational costs within the City of Portland, this Cumberland County CDBG request is a **capacity-building grant**. It moves us from "maintaining" services to "expanding" our regional footprint. It allows us to apply our 12 years of experience to a larger geographic area, specifically addressing the needs of Westbrook and the broader county.

8. Distress Score

Westbrook 10; Freeport 5

Each community will be **assigned** a score from **0 to 10 points** based upon two factors:

- a. Percent of low/moderate income community residents of the total community population.

- b. Percent of low/moderate income residents in the 25 communities of the Cumberland County Entitlement Jurisdiction that reside in the applicant community.

County sponsored projects serving region-wide initiatives will receive a distress score of **6 points**. – The applicant does not need to calculate this score, it will be assigned by County Staff to your application.

9. **Multi-Jurisdictional Bonus**

5 points will be awarded to projects sponsored by two or more communities demonstrating benefits to low/moderate income residents of all participating communities.

c. Multi-community applicants must answer two additional questions in a maximum of one page:

- i. How will low/moderate income residents in each participating community benefit from the project/activity?
- ii. What role will each applicant community play in the project/activity?

The capacity expansion at the Westbrook hub creates a direct service pipeline for LMI residents in both Westbrook and Freeport. Westbrook residents benefit from immediate proximity to the Hub and restoration workshop, with the increased capacity prioritizing the elimination of the local waitlist to ensure families have essentials within 48 hours of move-in. For Freeport residents, the project allocates CDBG-funded staff time to coordinate dedicated delivery routes and consolidate household kits, ensuring coastal LMI households receive the same home essentials and housing dignity as those near the warehouse hub despite transportation barriers.

This project utilizes a Lead-Partner collaborative framework to ensure efficiency. Westbrook serves as the host and operational anchor, providing the physical infrastructure and the primary volunteer base for restoration. Westbrook’s social service agencies verify LMI eligibility for the high volume of local referrals. Freeport plays a critical role in referral and outreach, with local providers and officials integrated into the partner network to identify eligible households. Freeport also serves as a secondary acquisition node where local businesses and residents contribute high-quality furniture donations for regional redistribution.

- d. Application must be endorsed by officials from all communities. **Use form found in Appendix II.**
- e. Distress score for multi-jurisdictional applicants. This will be calculated by the County based on the following factors:
 - i. Factor #1: Combine LMI & population of the communities to create a new “LMI as % of population factor”
 - ii. Factor #2: Average the existing “LMI as % of County LMI” factor for the communities.

APPENDIX I: BUDGET

*A completed budget must be submitted with the application

Revenues: List ALL funding sources for the proposed program.	Please indicate: Secured or Projected	Revenues TOTAL
CDBG Request	Projected	75,000
Other HUD Funds (please list)	0	0
a.		
Other Federal Funds (please list)	0	0
a.		
b.		
State/ County Funds (please list)	0	0
a.		
b.		
Local Funds	0	0
Private Funds (Grants, Fundraising, etc., please list)	0	0
a.		
b.		
In Kind Services	Secured	64,643
TOTAL PROGRAM or PROJECT REVENUE		139,643

EXPENDITURES: Feel free to edit categories as relevant to your program	CDBG Expenditures	Expenditures All Other Sources	TOTAL Expenditures
Employee Salaries	37,500		37,500
Employee Fringe Benefits	12,500		12,500
Materials/Supplies	0		0
Equipment	25,000		25,000
Advertising & Public Information	0		0
Other, please specify	0		0
a. (e.g. Client Rental Payment)	0		0
b.			
c.			
d.			
TOTAL PROGRAM or PROJECT EXPENSES			75,000

Admin Expenditures for CDBG Program	CDBG Expenditures	Expenditures All Other Sources	TOTAL Expenditures
Direct Admin Expenditures	0		0
Indirect Admin Expenditures	0		0

2026 Appendices

APPENDIX II: MULTI-COMMUNITY APPLICATION ENDORSEMENT


Additional Community Applicant: ___ City of Westbrook _____

Additional Community Authorized Official ___ Angela Holmes _____

Signature of Authorized Official  _____

Additional Community Applicant: ___ Town of Freeport _____

Additional Community Authorized Official ___ Sophia L. Wilson, Town Manager _____

Signature of Authorized Official  _____

Additional Community Applicant: _____

Additional Community Authorized Official _____

Signature of Authorized Official _____

Additional Community Applicant: _____

Additional Community Authorized Official _____

Signature of Authorized Official _____

Additional Community Applicant: _____

Additional Community Authorized Official _____

Signature of Authorized Official _____

APPENDIX III: 2026 EXCEPTION RULE LIST

City/Town	Census Tract	Block Group	% LMI
Westbrook	28	2	73.00%
Freeport	45.02	5	72.90%
Westbrook	27	1	71.50%
Naples	140.02	2	66.70%
Casco	130.02	2	63.20%
Standish	170.03	3	63.00%
Casco	130.01	2	62.80%
Harrison	150	3	60.60%
Raymond	120.02	2	59.20%
Yarmouth	44.01	1	59.20%
Yarmouth	44.01	4	59.00%
Raymond	120.02	1	58.10%
Windham	48.04	1	57.70%
Standish	170.04	2	57.10%
Westbrook	29.01	1	56.90%

Westbrook	28	1	56.00%
Harrison	150	1	55.30%
Freeport	45.02	2	54.10%
Westbrook	27	2	53.60%
Gorham	41	3	52.30%
Westbrook	29.01	2	52.30%
Casco	130.02	1	52.30%
Casco	130.01	1	51.70%
Standish	170.03	1	51.10%
Standish	170.04	1	51.10%
Windham	48.03	1	48.90%
Gorham	10.02	2	48.70%
Census Designated Places			
Steep Falls CDP			58.20%
South Windham CDP			53.80%
Little Falls CDP			61.50%

*Data is based on 2020 ACS data provided by HUD

2026 Appendices

APPENDIX IV: CURRENT INCOME LIMITS

2025 CDBG Income Limits Summary Tables

Effective July 1, 2025

2025 Income Limits: Cumberland County, *Band 1*

- Cape Elizabeth
- Casco
- Chebeague Island
- Cumberland
- Falmouth
- Freeport
- Gorham
- Gray
- Long Island
- North Yarmouth
- Raymond
- Scarborough
- South Portland
- Standish
- Westbrook
- Windham
- Yarmouth

Number in Household	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
Extremely Low (30%) Income Limits	Below \$27,300	Below \$31,200	Below \$35,100	Below \$38,950	Below \$42,100	Below \$45,200	Below \$48,650	Below \$54,150
Low Income (50%) Income Limits	Below \$45,450	Below \$51,950	Below \$58,450	Below \$64,900	Below \$70,100	Below \$75,300	Below \$80,500	Below \$85,700
Moderate Income (80%) Income Limits	Below \$72,700	Below \$83,100	Below \$93,500	Below \$103,850	Below \$112,200	Below \$120,500	Below \$128,800	Below \$137,100
Above Moderate More than 80%	Above \$72,700	Above \$83,100	Above \$93,500	Above \$103,850	Above \$112,200	Above \$120,500	Above \$128,800	Above \$137,100

2025 Income Limits: Cumberland County, *Band 2*

- Baldwin
- Bridgton
- Harpswell
- Harrison
- Naples
- New Gloucester
- Pownal
- Sebago

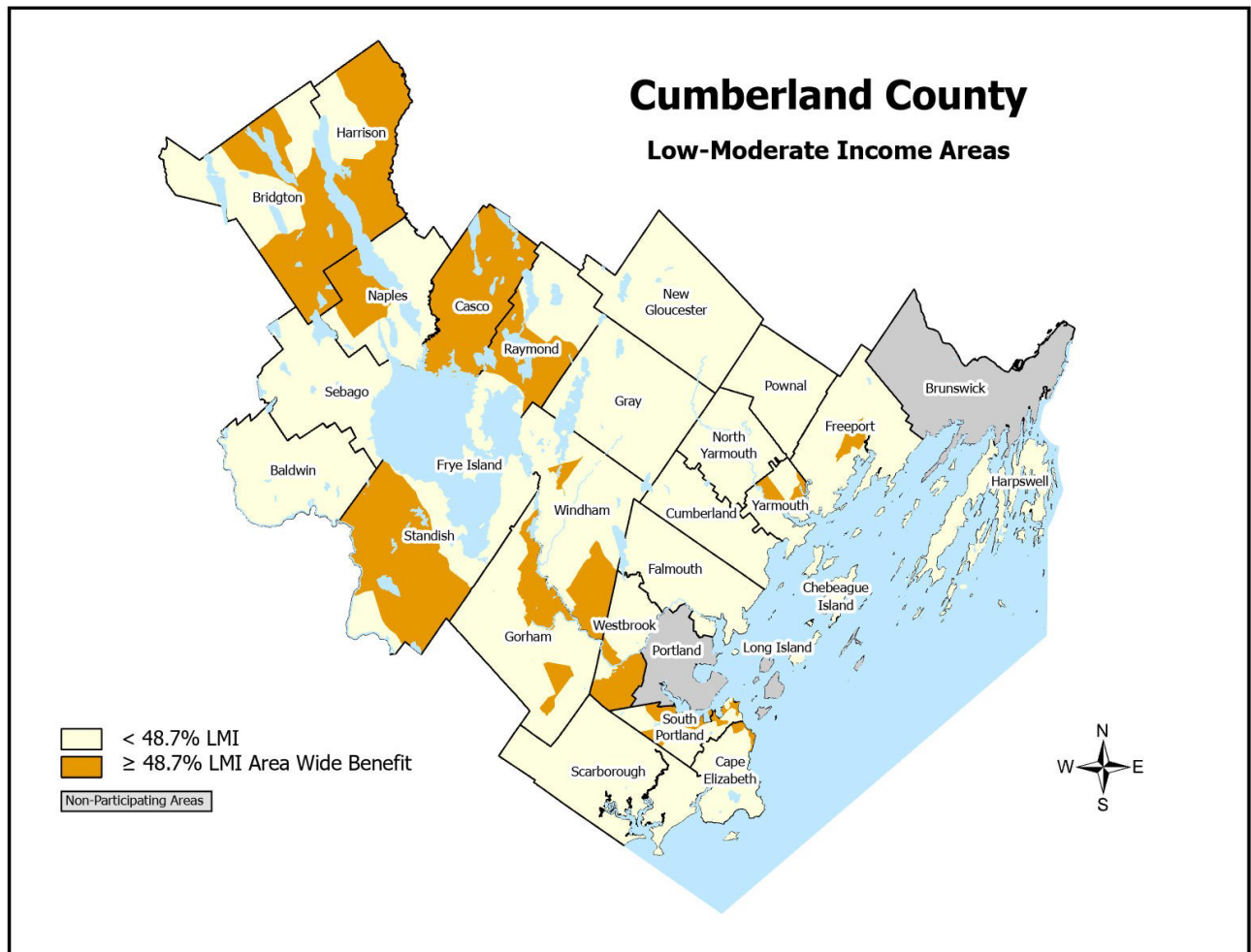
Number in Household	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
Extremely Low (30%) Income Limits	Below \$23,000	Below \$26,300	Below \$29,600	Below \$32,850	Below \$37,650	Below \$43,150	Below \$48,650	Below \$54,150
Low Income (50%) Income Limits	Below \$38,350	Below \$43,800	Below \$49,300	Below \$54,750	Below \$59,150	Below \$63,550	Below \$67,900	Below \$72,300
Moderate Income (80%) Income Limits	Below \$61,350	Below \$70,100	Below \$78,850	Below \$87,600	Below \$94,650	Below \$101,650	Below \$108,650	Below \$115,650
Above Moderate More than 80%	Above \$61,350	Above \$70,100	Above \$78,850	Above \$87,600	Above \$94,650	Above \$101,650	Above \$108,650	Above \$115,650

**2026 income limits are expected to be released in June, 2026.*

APPENDIX V: AREA WIDE BENEFIT MAP

For an interactive map, please visit:

<https://experience.arcgis.com/experience/279eca0222754f8a954bbf8cf995a1a3>



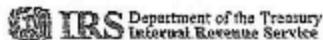
APPENDIX VI: COMMUNITY DISTRESS SCORE

Community	10-point scale
Westbrook	10
Casco	8
Windham	8
Harrison	7
Gorham	6
Standish	6
Raymond	6
Chebeague Island	6
Naples	6
Freeport	5
Long Island	4
Sebago	4
Baldwin	4
Yarmouth	4
Gray	4
Scarborough	3
New Gloucester	3
North Yarmouth	2
Harpswell	1
Falmouth	1
Pownal	0
Cumberland	0
Cape Elizabeth	0

2025-2026 ADDENDUM 1. POLICY REQUIREMENTS

If applicable:

1. The Recipient shall not use grant funds to promote “gender ideology,” as defined in Executive Order (E.O.) 14168, Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government;
2. The Recipient agrees that its compliance in all respects with all applicable Federal anti-discrimination laws is material to the U.S. Government’s payment decisions for purposes of section 3729(b)(4) of title 31, United States Code;
3. The Recipient certifies that it does not operate any programs that violate any applicable Federal anti-discrimination laws, including Title VI of the Civil Rights Act of 1964;
4. The Recipient shall not use any grant funds to fund or promote elective abortions, as required by E.O. 14182, Enforcing the Hyde Amendment; and that,
5. Notwithstanding anything in the NOFO or Application, this Grant shall not be governed by Executive Orders revoked by E.O. 14154, including E.O. 14008, or NOFO requirements implementing Executive Orders that have been revoked.
6. The Recipient must administer its grant in accordance with all applicable immigration restrictions and requirements, including the eligibility and verification requirements that apply under title IV of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, as amended ([8 U.S.C. 1601-1646](#)) (PRWORA) and any applicable requirements that HUD, the Attorney General, or the U.S. Citizenship and Immigration Services may establish from time to time to comply with PRWORA, [Executive Order 14218](#), or other Executive Orders or immigration laws.
7. No state or unit of general local government that receives funding under this grant may use that funding in a manner that by design or effect facilitates the subsidization or promotion of illegal immigration or shields illegal aliens from deportation, including by maintaining policies or practices that materially impede enforcement of federal immigration statutes and regulations.
8. The Recipient must use SAVE, or an equivalent verification system approved by the Federal government, to prevent any Federal public benefit from being provided to an ineligible alien who entered the United States illegally or is otherwise unlawfully present in the United States.
9. Faith-based organizations may be subrecipients for funds on the same basis as any other organization. Recipients may not, in the selection of subrecipients, discriminate against an organization based on the organization’s religious character, affiliation, or exercise.



CINCINNATI OH 45999-0038

In reply refer to: 0248267585
 June 20, 2018 LTR 4168C 0
 01-0513662 000000 00

00022549
 BODC: TE

FURNITURE FRIENDS
 PO BOX 631
 WESTBROOK ME 04098



3389

Employer ID number: 01-0513662
 Form 990 required: Yes

Dear Taxpayer:

We're responding to your request dated June 11, 2018, about your tax-exempt status.

We erroneously placed you on our auto-revocation list. You can disregard the CP120A notice we previously sent. We'll remove you from the auto-revocation list at www.irs.gov/charities during the next monthly update.

We issued you a determination letter in July 1998, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

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

In the heading of this letter, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period:

- Form 990, Return of Organization Exempt From Income Tax
- Form 990EZ, Short-Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990-EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

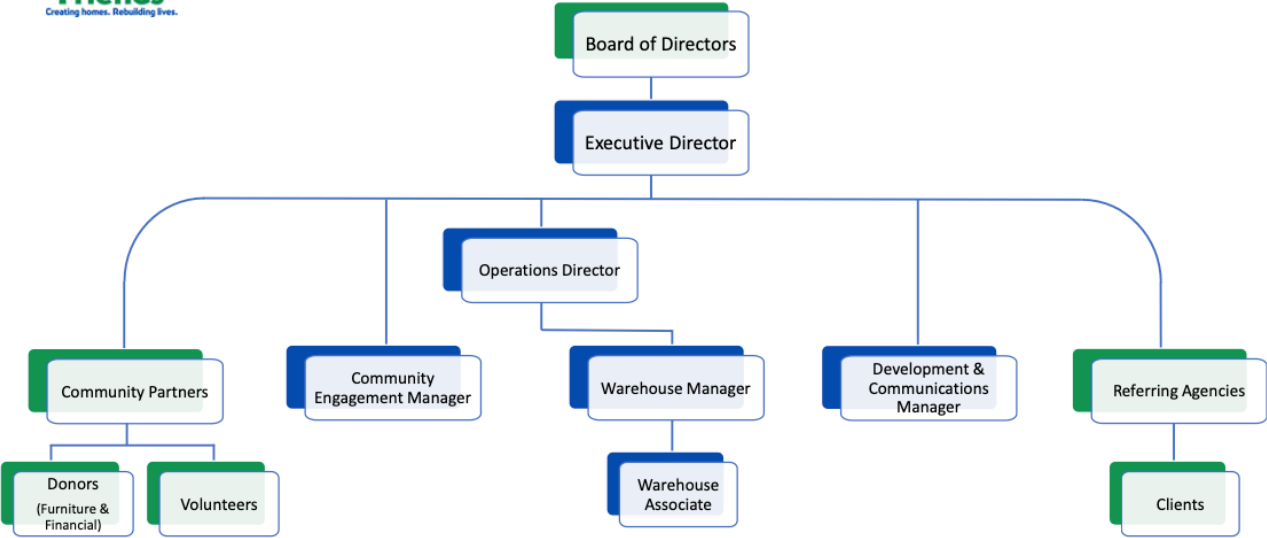
You can get IRS forms or publications you need from our website at www.irs.gov/forms-pubs or by calling 800-TAX-FORM (800-829-3676).

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

Thank you for your cooperation.



Organization Chart



	2024 actuals	2025 projected actuals	2026 <i>APPROVED BUDGET</i>
REVENUE			
Contributions - Unrestricted			
Total Contributions	186,092	256,502	277,500
Contributions - Restricted	9,941	15,400	2,500
Events			
Total Events	89,876	136,463	130,000
Grants			
Total Grants	101,930	93,500	180,000
Sales	62	0	0
Total Revenue	387,901	501,865	590,000
EXPENSES			
Bank Charges & Fees	2,255	5,000	5,500
Dues and Fees			
Total Dues and Fees	6,700	6,560	8,300
Facilities Costs			
Total Facilities Costs	39,482	36,850	37,200
Furniture Purchases	4,941	2,500	5,000
Insurance			
Total Insurance	10,817	11,120	14,350
Marketing & Public Relations			
Total Marketing & Public Relations	7,974	6,900	8,000
Meals & Entertainment			
Total Meals & Entertainment	4,090	4,600	5,500
Office Supplies & Software			
Total Office Supplies & Software	1,038	960	1,500
Other Business Expenses	0	750	750
Personnel			
Total Personnel	393,656	437,500	455,000
Professional Fees			
Total Professional Fees	8,569	650	1,500
Telephone & Internet	3,394	3,400	3,600
Transportation			
Total Transportation	13,224	7,950	12,250
Travel			
Total Travel	0	700	2,500
Total Expenses	496,140	525,440	560,950

Form 990 <small>Department of the Treasury Internal Revenue Service</small>	Return of Organization Exempt From Income Tax	<small>OMB No. 1545-0047</small>
	Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)	2024
	Do not enter social security numbers on this form as it may be made public. Go to www.irs.gov/Form990 for instructions and the latest information.	Open to Public Inspection

A For the 2024 calendar year, or tax year beginning 01/01/2024 and ending 12/31/2024	
B Check if applicable: <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization FURNITURE FRIENDS D Employer identification number 01-0513662
E Telephone number 207-210-5797	
F Name and address of principal officer: Jennifer Goldman H(a) Is this a group return for subordinates? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
G Gross receipts \$ 396,063	
H(b) Are all subordinates included? Yes <input type="checkbox"/> No <input type="checkbox"/>	
I If "No," attach a list. See instructions.	
J Website: http://furniturefriends.org/ K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other L Year of formation: 1997 M State of legal domicile: ME	

Summary	
Briefly describe the organization's mission or most significant activities: Furniture Friends collects gently used furniture and distributes it for free to low- and no-income individuals and families throughout Greater Portland.	
Activities & Governance	2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets.
	3 Number of voting members of the governing body (Part VI, line 1a) 3 15
	4 Number of independent voting members of the governing body (Part VI, line 1b) 4 15 5
	5 Total number of individuals employed in calendar year 2024 (Part V, line 2a) 5 8 6
Revenue	6 Total number of volunteers (estimate if necessary) 7 a 0 b
	7 a Total unrelated business revenue from Part VIII, column (C), line 12 7 a 0 b
	7 b Net unrelated business taxable income from Form 990-T, Part I, line 11 7 b 0
	8 Contributions and grants (Part VIII, line 1h) 397,588 387,839 9
Expenses	9 Program service revenue (Part VIII, line 2g) 0 0
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 1,788 8,162
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 1,082 62 12
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) 400,458 396,063 13
Net Assets or Fund Balances	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3) 0 0
	14 Benefits paid to or for members (Part IX, column (A), line 4) 0 0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) 237,801 393,655
	16 a Professional fundraising fees (Part IX, column (A), line 11e) 0 0 b
17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) 102,485	
18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25) 338,439 496,140 19	
19 Revenue less expenses. Subtract line 18 from line 12 62,019 -100,077	
20 Total assets (Part X, line 16) 334,328 233,585 21	
21 Total liabilities (Part X, line 26) 2,864 2,198	

22 Net assets or fund balances. Subtract line 21 from line 20 331,464 231,387

Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer

Date

Betsy Smith, Treasurer

Type or print name and title

Paid Preparer Use Only

Preparer's name

Preparer's signature

Date

Check ☐ if self-employed

PTIN

Firm's name

Firm's EIN

Firm's address

Phone no.

May the IRS discuss this return with the preparer shown above? See instructions ☐ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 11282Y

Form **990** (2024)**Part III** Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☐

- 1** Briefly describe the organization's mission: **Furniture Friends is a nonprofit, 501(c)(3) organization that provides donated furniture to people in need throughout Greater Portland. With ongoing support from the community, we are able to fulfill our mission of "Creating Homes. Rebuilding Lives."**

- 2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

- 3** Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☒ Yes ☐ No

If "Yes," describe these changes on Schedule O.

- 4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4 a (Code:) (Expenses \$ **382,183** including grants of \$ **0**) (Revenue \$ **382,183**)

Furniture Friends provides donated furniture to people in need throughout Greater Portland. Although demand for furniture outpaces our capacity, we have managed to maintain and refine our operations through the years with a small staff that effectively utilizes volunteer and furniture resources available in the wider community. In 2024, our staff provided necessary household

furniture to 904 low-income individuals and families.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

[illegible]

Part IV Checklist of Required Schedules

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	1 ✓	
2	Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	2 ✓	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	3	✓
		4	✓

4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	5		✓
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>			
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	6		✓
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	7		✓
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	8		✓
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	9		✓
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>	10		✓
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	11a		✓
b	Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	11b		✓
c	Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	11c		✓
d	Did the organization report an amount for investments—other than program related in Part X, line 14, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	11d		✓
e	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	11e		✓
f	Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	11f		✓
12a	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	12a		✓
12b	Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	12b		✓
13	Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	13		✓
14a	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	14a		✓
14b	Did the organization maintain an office, employees, or agents outside of the United States? b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	14b		✓
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	15		✓
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	16		✓
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions</i>	17	✓	
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18		✓
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19		✓
20a	Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	20a		✓
20b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21		✓

Checklist of Required Schedules (continued)

Yes

No

22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22		✓
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J.	23		✓
24 a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a	24a		✓
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . 24b c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . 24c d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . 24d			
25 a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I			
25a ✓ b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I.	25b		✓
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part II . . . 26 ✓			
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? If "Yes," complete Schedule L, Part III.	27		✓
28 Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions). a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If "Yes," complete Schedule L, Part IV . . . 28a ✓ b A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV . . . 28b ✓ c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? If "Yes," complete Schedule L, Part IV.	28c		✓
29 Did the organization receive more than \$25,000 in noncash contributions? If "Yes," complete Schedule M	29	✓	
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M.	30		✓
31 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31		
✓			
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II	32		✓
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I.	33		✓
34 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1	34		✓
35 a Did the organization have a controlled entity within the meaning of section 512(b)(13)? . . . 35a ✓ b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2 . . . 35b			
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2.	36		✓
Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	37	✓	<input type="checkbox"/>
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O.	38	✓	

Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

			Yes	No
1a b c		1a 0		
	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1b 0		
	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable o vendors and Did the organization comply with backup withholding rules for reportable payments reportable gaming (gambling) winnings to prize winners?		1c ✓	

Part V		Statements Regarding Other IRS Filings and Tax Compliance (continued)		Yes	No
2 a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	8		
	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b		✓	
3 a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a			✓
	If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation on Schedule O.</i>	3b			
4 a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a			✓
b	If "Yes," enter the name of the foreign country				
	See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).	5a			✓
5 a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5b			✓
	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5c			
	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?				
6 a	Does the organization have annual gross receipts that are normally greater than \$100,000 and does the organization solicit any contributions that were not tax deductible as charitable contributions?	6a			✓
b	If "Yes," did the organization include with every solicitation an express statement that such gifts were not tax deductible?	6b			
7	Organizations that may receive deductible contributions under section 170(c).				
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly as payment for goods or services provided to the payor?	7a			
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b			
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for less than fair market value?	7c			
d	If "Yes," indicate the number of Forms 8282 filed during the year				
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal life insurance policy?	7e			
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal life insurance policy?	7f			
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899?	7g			
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file Form 8899?	7h			
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the organization have excess business holdings at any time during the year?	8			
9	Sponsoring organizations maintaining donor advised funds. Did the sponsoring organization make any taxable distributions under section 4966?	9a			
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b			
10	Section 501(c)(7) organizations. Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	Section 501(c)(12) organizations. Enter:				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b			
12 a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 990-E?	12a			
	If "Yes," enter the amount of tax-exempt interest received or accrued during the year				
13	Section 501(c)(29) qualified nonprofit health insurance issuers.				
a	Is the organization licensed to issue qualified health plans in more than one state?	13a			
	Note: See the instructions for additional information the organization must report on Schedule O.	13b			
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b			
c	Enter the amount of reserves on hand				
14 a	Did the organization receive any payments for indoor tanning services during the tax year?	14a			
b	If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation on Schedule O.</i>				
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or parachute payment(s) during the year?	15a			

If "Yes," see the instructions and file Form 4720, Schedule N.

16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.

17 Section 501(c)(21) organizations. Did the trust, or any disqualified or other person, engage in a transaction that would result in the imposition of an excise tax under section 4951, 4952, or 4953? . . . If "Yes," complete

13b**13c**

14 a		✓
14 b		
15		✓
16		✓
17		

Form **990** (2024)

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year		
1b	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
2	Enter the number of voting members included on line 1a, above, who are independent		✓
3	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		✓
4	Did the organization delegate control over management duties customarily performed by or		✓
5	supervision of officers, directors, trustees, or key employees to a management company or other		✓
6	Did the organization make any significant changes to its governing documents since the prior		✓
7 a	filed?		✓
b	Did the organization become aware during the year of a significant diversion of the organization's		✓
8	Did the organization have members or stockholders?		✓
9	Did the organization have members, stockholders, or other persons who had the power to elect		✓
a	or more members of the governing body?		✓
b	Are any governance decisions of the organization reserved to (or subject to approval by) members,		✓
8 a	stockholders, or persons other than the governing body?		✓
9	Did the organization contemporaneously document the meetings held or written actions under		✓
8 a	year by the following:	✓	
8 b	The governing body?	✓	
9	Each committee with authority to act on behalf of the governing body?		✓
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be		✓
9	organization's mailing address? If "Yes," provide the names and addresses on Schedule O		✓

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?		✓
10b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		

11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	✓	
12a	Describe on Schedule O the process, if any, used by the organization to review this Form 990.	12a	✓	
b	Did the organization have a written conflict of interest policy? <i>If "No," go to line 13</i>	12b		✓
c	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? Did the organization regularly and consistently monitor and enforce compliance with the policy? <i>If "Yes," describe on Schedule O how this was done.</i>	12c		✓
13	Did the organization have a written whistleblower policy?	13	✓	
14	Did the organization have a written document retention and destruction policy?	14		✓
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?	15a		✓
a	The organization's CEO, Executive Director, or top management official.	15b		✓
b	Other officers or key employees of the organization.	16a		✓
16a	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions. Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16b		
16b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?			

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed **None**
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
- ☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records.
Betsy Smith, (207)210-5797

PO Box 631, Westbrook, ME 04098-0631

Form **990** (2024)

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII. ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A)	(B) Average hours per week	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)	(D) Reportable compensation from the organization (W-2/	(E) Reportable compensation from related organizations (W-2/	(F) Estimated amount of other compensation from the
-----	-------------------------------------	--	---	--	---

Name and title	(list any hours for related organizations below dotted line)	Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	1099-MISC/ 1099-NEC)	1099-MISC/ 1099-NEC)	organization and related organizations
Jennifer Goldman	5.00									
President	0.00	✓		✓				0	0	0
Nick Laverriere	2.00									
Vice President	0.00	✓		✓				0	0	0
Taylor Taliaferro	2.00									
Secretary	0.00	✓		✓				0	0	0
Betsy Smith	5.00									
Treasurer	0.00	✓		✓				0	0	0
Linda Young	1.00									
Board Member	0.00	✓						0	0	0
Leah Koch	1.00									
Board Member	0.00	✓						0	0	0
Susan Murr	1.00									
Board Member	0.00	✓						0	0	0
Sarah Hipple	1.00									
Board Member	0.00	✓						0	0	0
Andrew LeFevre	1.00									
Board Member	0.00	✓						0	0	0
Holly MacEwan	1.00									
Board Member	0.00	✓						0	0	0
Emily Gaewsky	1.00									
Board member	0.00	✓						0	0	0
Jennifer McAdoo	40.00									
Executive Director					✓	✓		0	0	0

Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

[illegible]

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **0**

		Yes	No
3	Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3	✓
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	4	✓
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	5	✓

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
None		

2	Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization	0	

Form **990** (2024)**Part VIII Statement of Revenue**Check if Schedule O contains a response or note to any line in this Part VIII. ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512–514	
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns b	1a	0				
		Membership dues c	1b	0				
		Fundraising events d	1c	89,876				
		Related organizations e	1d	0				
		Government grants (contributions) f	1e	32,470				
		All other contributions, gifts, grants, and similar amounts not included above	1f	265,493				
		Noncash contributions included in lines 1a–1f g	1g	\$ 0				
		Total. Add lines 1a–1f		387,839				
Program Service Revenue	Business Code							
	2a							
	b							
	c							
	d							
	e							
	f	All other program service revenue g		0	0	0	0	
	Total. Add lines 2a–2f		0					
Other Revenue	3	Investment income (including dividend, interest, and other similar amounts)			8,162	8,162	0	0
	4	Income from investment of tax-exempt bond proceeds			0	0	0	0
	5	Royalties			0	0	0	0
	6a	Gross rents	(i) Real	(ii) Personal				
	b	Less: rental expenses	6a	0	0			
	c	Rental income or (loss)	6b	0	0			
	d	Net rental income or (loss)	6c	0	0			
	7a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
	b	Less: cost or other basis and sales expenses	7a	0	0			
	c	Gain or (loss)	7b	0	0			
	d	Net gain or (loss)	7c	0	0			
	8a	Gross income from events (not including fundraising)		89,876				
	c	Net income from events	8a	0				
			8b	0				

	9a Gross income from gaming events		0		0	0
	activities. See Part IV					
	b Less: direct expenses	9a	0			
	c Net income or (loss) from gaming activities	9b	0			
	10a Gross sales of retail and other goods from gaming activities		0	0	0	0
	and allowances					
	b Less: cost of goods sold	10a	62			
	Inventory, less	10b	0			
	Net sales		62	62	0	0
	() from sales of in					
Miscellaneous Revenue	11a	Business Code				
	b					
	c					
	d All other revenue					
	e Total. Add lines 11a–11d		0			
	12 Total revenue. See instructions		396,063	8,224	0	0

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX. ☐**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 .	0	0		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	0	0		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	0	0		
4 Benefits paid to or for members	0	0		
5 Compensation of current officers, directors, trustees, and key employees	0	0	0	0
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . .	0	0	0	0
7 Other salaries and wages	277,167	212,833	31,608	32,726
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	0	0	0	0
9 Other employee benefits	32,655	26,070	2,421	4,164
10 Payroll taxes	83,833	64,047	9,438	10,348
11 a Fees for services (nonemployees):				
b Management	0			0
c Legal	0	0	0	0
d Accounting	0	0	0	0
e Lobbying	0	0	0	0
f Professional fundraising services. See Part IV, line 17	0	0	0	0
g Investment management fees	0	0	0	0
12 Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.) .	569	569	0	0
13 Advertising and promotion	0	0	0	0
14 Office expenses	0	0	0	0
15 Information technology	10,817	8,822	1,760	235
16 Royalties				
17 Occupancy				
18 Travel				
19	4,026	2,117	920	989

Payments of travel or entertainment expenses for any federal, state, or local public officials Conferences, conventions, and meetings Interest Payments to affiliates Depreciation, depletion, and amortization Insurance Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
Dues and Fees				
Furniture purchase	4,941	4,941	0	0
Transportation	13,224	13,209	12	3
All other expenses	11,574	8,889	1,203	1,482
Total functional expenses. Add lines 1 through 24e	496,140	382,183	51,003	62,954
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) . . .				

Form **990** (2024)**Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing Savings	162,930	1	84,062
	2 and temporary cash investments . . Pledges	171,398	2	149,523
	3 and grants receivable, net	0	3	0
	4 Accounts receivable, net	0	4	0
	5 Loans and other receivables from any current (trustee, key employee, creator or founder, subst controlled entity or family member of any of these			
	6 Loans and other receivables from other disqual under section 4958(f)(1)), and persons described	0	5	0
	7 Notes and loans receivable, net	0	6	0
	8 Inventories for sale or use Prepaid	0	7	0
	9 expenses and deferred charges	0	8	0
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D . . . 10a	0	9	0
	b Less: accumulated depreciation			
	11 Investments—publicly traded securities			
	12 Investments—other securities. See Part IV, line			
	13 Investments—program-related. See Part IV, line			
	14 Intangible assets Other assets. See Part IV, line 11			
15 Total assets. Add lines 1 through 15 (must equal				

Form **990** (2024)

1 Total revenue (must equal Part VIII, column (A), line 12)	2 Total expenses (must equal Part IX, column (A), line 25)
3 Revenue less expenses. Subtract line 2 from line 1	4 Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A), line 1)

Page 186 of 285

column (A)) . . . **5** Net unrealized gains (losses) on investments **6** Donated services and use of facilities **7** Investment expenses
 **8** Prior period adjustments
9 Other changes in net assets or fund balances (explain on Schedule O)
10 Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))

4	331,464
5	0
6	0
7	0
8	0
9	0
10	231,387

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XI
 Check if Schedule O contains a response or note to any line in this Part XII



- 1** Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____
 If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant? . . . If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both.
- b** ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
 Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both.
- c** ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
 If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? . If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.
- 3 a** O.
- b** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?
 If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits .

	Yes	No
2a		✓
2b		✓
2c		
3a		✓
3b		

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust. Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2024

Open to Public
Inspection

Name of the organization

FURNITURE FRIENDS

Employer identification number

01-0513662

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.) 1

A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.

2 A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990).)

3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.

4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state:

☐

5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)

6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.

7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)

8 A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)

9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:

☐

10 An organization that normally receives (1) more than 33¹/₃% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33¹/₃% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)

☐

11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.

12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

aType ☐ I. A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**

bType ☐ II. A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**

cType ☐ III functionally integrated. A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.** dType III non-functionally integrated. A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**

eCheck ☐ this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization. f Enter the number of supported organizations

..... ☐ g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						

(D)						
(E)						
Total						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Cat. No. 11285F

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . .	254,049	373,911	353,226	398,670	387,839	1,767,695
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . .	0	0	0	0	0	0
3 The value of services or facilities furnished by a governmental unit to the organization without charge 4 Total.	0	0	0	0	0	0
Add lines 1 through 3 . . .	254,049	373,911	353,226	398,670	387,839	1,767,695
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . . .						0
6 Public support. Subtract line 5 from line 4						1,767,695

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
7 Amounts from line 4	254,049	373,911	353,226	398,670	387,839	1,767,695
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	0	0	0	1,788	8,162	9,950
9 Net income from unrelated business activities, whether or not the business is regularly carried on	0	0	0	0	0	0
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	0	0	0	0	62	62
11 Total support. Add lines 7 through 10						1,777,707
12 Gross receipts from related activities, etc. (see instructions)					12	0

13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2024 (line 6, column (f), divided by line 11, column (f))	14	99.44 %
15 Public support percentage from 2023 Schedule A, Part II, line 14	15	99.89 %

16 a 33¹/₃% support test—2024. If the organization did not check the box on line 13, and line 14 is 33¹/₃% or more, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐ **b 33¹/₃% support test—2023.** If

the organization did not check a box on line 13 or 16a, and line 15 is 33 $\frac{1}{3}$ % or more, check this box and **stop here**. The organization qualifies as a publicly supported organization ☒

17 a 10%-facts-and-circumstances test—2024. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here**. Explain in

Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

b 10%-facts-and-circumstances test—2023. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here**. Explain

in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐ **18 Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ☐

Schedule A (Form 990) 2024

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Line	Part	Description	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
1	a	Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose . . .						
2								
3								
4								
5								
6	b	Total. Add lines 1 through 5 . . .						
7a		Amounts included on lines 1, 2, and 3 received from disqualified persons . . .						
7b		Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year . . .						
8	c	Add lines 7a and 7b . . . Public support. (Subtract line 7c from line 6.) . . .						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2020	(b) 2021	(c) 2022	(d) 2023	(e) 2024	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2024 (line 8, column (f), divided by line 13, column (f)) . . .	15		%
support percentage from 2023 Schedule A, Part III, line 15	16		%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2024 (line 10c, column (f), divided by line 13, column (f)) . . .	17		%
18 Investment income percentage from 2023 Schedule A, Part III, line 17	18		%

19a 33¹/₃% support tests—2024. If the organization did not check the box on line 14, and line 15 is more than 33¹/₃%, and line 17 is not more than 33¹/₃%, check this box and **stop here**. The organization qualifies as a publicly supported organization . . **b 33¹/₃% support tests—2023.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33¹/₃%, and line 18 is not more than 33¹/₃%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

		Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).	1	
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer lines 3b and 3c below.	2	
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.	3a	
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.	3b	
4a	Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.	3c	
b			
		4a	

- c** Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in **Part VI** how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*
- 5a** Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in **Part VI** what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*
- Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in **Part VI**, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*
- b**
- c** **Type I or Type II only.** Was any added or substituted supported organization part of a class already designated
- 6** in the organization's organizing document?
- Substitutions only.** Was the substitution the result of an event beyond the organization's control?
- Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in **Part VI**.*
- 7**
- Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990).*
- 8**
- 9a** Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*
- b** Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in **Part VI**.*
- c** Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in **Part VI**.*
- 10a** Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in **Part VI**.*
- b** Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below.*
- Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)*

4b		
4c		
5a		
5b		
5c		
6		
7		
8		
9a		
9b		
9c		
10a		
10b		

Schedule A (Form 990) 2024

Part IV Supporting Organizations *(continued)*

- | | Yes | No |
|--|------------|----|
| 11 Has the organization accepted a gift or contribution from any of the following persons? | | |
| a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization? | 11a | |
| b A family member of a person described on line 11a above? | 11b | |
| c A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.</i> | 11c | |

Section B. Type I Supporting Organizations

	Yes	No
--	-----	----

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>			
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>			

Section C. Type II Supporting Organizations

1		Yes	No
	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		
1			

Section D. All Type III Supporting Organizations

1		Yes	No
2	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
3	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s), or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
	By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		
3			

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).

a ☐ The organization satisfied the Activities Test. *Complete line 2 below.*

b ☐ The organization is the parent of each of its supported organizations. *Complete line 3 below.* **c** The organization ☐ supported a governmental entity. *Describe in **Part VI** how you supported a governmental entity (see instructions).*

2 Activities Test. **Answer lines 2a and 2b below.**

a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>	Yes	No
2a			
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
2b			
3	Parent of Supported Organizations. Answer lines 3a and 3b below.		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>If "Yes" or "No," provide details in Part VI.</i>		
3a			
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		
3b			

- 1** ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A—Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3.	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8		

Section B—Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d Total (add lines 1a, 1b, and 1c)	1d		
e Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d.	3		
4 Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by 0.035.	6		
7 Recoveries of prior-year distributions	7		
8 Minimum Asset Amount (add line 7 to line 6)	8		

Section C—Distributable Amount			Current Year
1 Adjusted net income for prior year (from Section A, line 8, column A)	1		
2 Enter 0.85 of line 1.	2		
3 Minimum asset amount for prior year (from Section B, line 8, column A)	3		
4 Enter greater of line 2 or line 3.	4		
5 Income tax imposed in prior year	5		
6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6		
7 <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).			

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations *(continued)*

Section D—Distributions		Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	1	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4 Amounts paid to acquire exempt-use assets	4	
5 Qualified set-aside amounts (prior IRS approval required— <i>provide details in Part VI</i>)	5	
6 Other distributions (<i>describe in Part VI</i>). See instructions.	6	
7 Total annual distributions. Add lines 1 through 6.	7	
8 Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.	8	
9 Distributable amount for 2024 from Section C, line 6	9	
10 Line 8 amount divided by line 9 amount	10	

Section E—Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2024	(iii) Distributable Amount for 2024
1 Distributable amount for 2024 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2024 (reasonable cause required— <i>explain in Part VI</i>). See instructions.			
3 Excess distributions carryover, if any, to 2024			
a From 2019			
b From 2020.			
c From 2021.			
d From 2022.			
e From 2023			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2024 distributable amount			
i Carryover from 2019 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2024 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2024 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2024, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
6 Remaining underdistributions for 2024. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
7 Excess distributions carryover to 2025. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2020			

Area for additional information or attachments.

Supplemental Information Regarding Fundraising or Gaming Activities

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19; or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

Schedule A (Form 990) 2024
OMB No. 1545-0047
Open to Public Inspection

Name of the organization FURNITURE FRIENDS	Employer identification number 01-0513662
--	---

Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17.
Form 990-EZ filers are not required to complete this part.

- 1 Indicate whether the organization raised funds through any of the following activities. Check all that apply. **a** Mail solicitations ☐ **b** Solicitation of nongovernment grants ☐ **c** Internet and email solicitations ☐ **d** Solicitation of government grants ☐ **e** Phone solicitations ☐ **f** Special fundraising events ☐ **g** In-person solicitations ☐
- 2 ☐ **a** Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? **Yes** **No** ☐ **b** If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col. (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

Total

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Cat. No. 50083H

Schedule G (Form 990) (Rev. 12-2024)

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events (add col. (a) through col. (c))
		Annual Slumber Party (event type)	(event type)	(total number)	
Revenue	1 Gross receipts	89,876			89,876
	Less: Contributions	0			0
	2 3 Gross income (line 1 minus line 2)	89,876			89,876
Direct Expenses	Cash prizes	0			0
	4	0			0
	5 Noncash prizes	0			0
	6				
	7 Rent/facility costs	3,016		0	3,016
	8 Food and beverages	0		0	0
	9 Entertainment	1,263			1,263
	d lines 4 through 9 in column (d)				
	Net income summary. Subtract				4,279
	10 Other direct expenses				85,597
	11				

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

Revenue		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
	7 Direct expense summary. Add lines 2 through 5 in column (d)				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d)				

- 9 Enter the state(s) in which the organization conducts gaming activities: _____
a Is the organization licensed to conduct gaming activities in each of these states? ☐ Yes ☐ No
b If "No," explain: _____

- 10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? ☐ Yes ☐ No
b If "Yes," explain: _____

- 11 Does the organization conduct gaming activities with nonmembers? ☐ Yes ☐ No
- 12 Is the organization a grantor, beneficiary, or trustee of a trust; or a member of a partnership or other entity formed to administer charitable gaming? ☐ Yes ☐ No
- 13 Indicate the percentage of gaming activity conducted in: a The organization's facility
.
.
.
.
b An outside facility

13a	%
13b	%

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name

Address

- 15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? Yes ☐ No ☐
- b If "Yes," enter the amount of gaming revenue received by the organization \$ _____ and the
amount of gaming revenue retained by the third party \$ _____
- c If "Yes," enter the name and address of the third party: _____
Name

Address

16 Gaming manager information:

Name

Gaming manager compensation \$

Description of services provided

☐ Director/officer

☐ Employee

☐ Independent contractor

17 Mandatory distributions:

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?

☐ ☐

Yes

No b Enter the amount of distributions required under state law to be distributed to other exempt organizations

or spent in the organization's own exempt activities during the tax year \$

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.



Board of Directors and Staff (as of January 2026)

Taylor Taliaferro, President

P.O. Box 393
South Freeport, ME 04078
207-776-4298
ttaliaferro@gmail.com
(Senior Enterprise Solutions Manager, Boston
Scientific Cardiology Diagnostics)

Alastair Lawson, Secretary

64 Dibiase Street
Portland, ME 04103
307-462-6621
alastairlawson86@gmail.com
(Syntiro, School Specialist)

Sarah Hipple

32 Fairview Street
Portland, ME 04102
603-738-7701
sarahbaldwinhipple@gmail.com
(Associate Broker, Vitalius Real Estate Group)

Paige Kombakis

20 Schuster Road
Falmouth, ME 04105
207-272-0414
pkombakis@gmail.com
(Regional Social Services Coordinator, Cumberland
County Government)

Saphire Ensworth

17 Easy Way
Windham, ME
207-440-3771
saphireensworth@gmail.com
(College Representative, University of Southern
Maine)

John Violette

19 Deering Street, Apt. 1
Portland, ME 04101
207-509-6376
john@mainelove.com
(Head of Sales, MaineLove)

Susan Murr, Vice President

10 Pogy Shore Way
Yarmouth, ME 04096
207-256-9223
susanjmurr@gmail.com
(Retired Attorney)

Betsy Smith, Treasurer

63 Stroudwater Road
Portland, ME 04102
207-939-7769
betsysmith429@gmail.com
(Nonprofit Consultant)

Patricia Kazaka

638 Congress Street, Apt. 218
Portland, ME 04101
207-252-5265
patricia.kazaka@gmail.com
(Connected Customer's Supervisor, Floor & Décor)

Jamie Frueh

9 Fern Ave
Falmouth, ME 04105
207-205-8686
jfrueh2026@falmouthschools.org
(Student Representative)

Holly MacEwan

74 Falmouth Road
Falmouth, ME 04105
207-671-6714
hollymacewan@gmail.com
(Service Learning Coordinator, retired)

Linda Young

51 Moses Little Drive
Windham, ME 04062
207-831-6432
youngone59@aol.com
(Director - Service Operations, Thrive Networks)

Bryan O'Connor

9 Country Charm Road
Cumberland, ME 04021
207-400-6744

boconnor@woodfords.org

(Chief Financial Officer, Woodfords Family Services)

Andy Abrams

45 Colonial Road
Portland, ME 04102
207-632-0682

aabramsportland@gmail.com

(Senior Strategy Consultant, Heller Consulting)

Toho Soma

74 Ocean Avenue
Portland, ME 04103
207-776-4265

tsoma@une.edu

(Senior Research Associate,
University of New England)

Ex-Officio

Alan MacEwan, Legal Counsel
Drummond Woodsum
84 Marginal Way, Suite 600
Portland, ME 04101
207-253-0505

amacewan@dwmlaw.com

Furniture Friends Staff**Tae Chong**

Executive Director
207-210-3140

tchong@furniturefriends.org

Valerie Lippert

Operations Director
207-210-5797

vlippert@furniturefriends.org

Brent DeLong

Warehouse Manager
207-210-2939

warehouse@furniturefriends.org

Ambrosio Kitadi

Warehouse Associate
207-870-7950

akitadi@furniturefriends.org

Kerry Palleschi

Development & Communications Manager
207-870-7949

kpalleschi@furniturefriends.org

Sophia Doremus

Community Engagement Coordinator
207-712-8686

volunteer@furniturefriends.org

Furniture Friends Website: www.furniturefriends.org



PALLET RACKS

Interlake

Maximize warehouse space! High-capacity storage for your heaviest pallet loads.

Starter Units

- Provide easy forklift access to palletized boxes, crates and containers.
- Boltless assembly.** Beams lock into place and adjust in 2" increments.
- Welded 14-gauge steel frame. 16-gauge steel beams.
- Includes 2 upright frames and 4 beams.

Add-on Units

- Extend racking to increase storage space horizontally.
- Includes 1 upright frame and 4 beams.

Q.Enlarge & Video

Select Shelving Height:
[96"](#) [120"](#) [144"](#)



ACCESSORIES - sold separately.

- Wire Decking
- Cross Bars
- Additional Beams
- Additional Uprights

- Installation Kit
- Wall Brackets
- Row Spacers
- Dividers

120" HEIGHT PALLET RACKS				2-SHELF STARTER UNITS					ADD-ON UNITS					
MODEL NO.	DIMENSIONS W X D X H	BEAM HEIGHT	BEAM CAP. (LBS./PAIR)	PRICE EACH			ADD TO CART		MODEL NO.	PRICE EACH			ADD TO CART	
				1	3	6+				1	3	6+		
H-11858	72 x 36 x 120"	3 1/2"	5,000	\$560	\$550	\$540	1	ADD	H-11858-ADD	\$400	\$390	\$380	1	ADD
H-11859	72 x 42 x 120"			580	570	560	1	ADD	H-11859-ADD	410	400	390	1	ADD
H-11860	72 x 48 x 120"			600	590	580	1	ADD	H-11860-ADD	420	410	400	1	ADD
H-7465	96 x 36 x 120"	4"	5,000	610	600	590	1	ADD	H-7465-ADD	445	435	425	1	ADD
H-5717	96 x 42 x 120"			630	620	610	1	ADD	H-5717-ADD	455	445	435	1	ADD
H-5718	96 x 48 x 120"			650	640	630	1	ADD	H-5718-ADD	465	455	445	1	ADD
H-7466	108 x 36 x 120"	4 1/2"	5,000	665	655	645	1	ADD	H-7466-ADD	500	490	480	1	ADD
H-6191	108 x 42 x 120"			685	675	665	1	ADD	H-6191-ADD	510	500	490	1	ADD
H-6192	108 x 48 x 120"			705	695	685	1	ADD	H-6192-ADD	520	510	500	1	ADD
H-7467	120 x 36 x 120"	5"	5,000	710	700	690	1	ADD	H-7467-ADD	550	540	530	1	ADD
H-6193	120 x 42 x 120"			735	725	715	1	ADD	H-6193-ADD	560	550	540	1	ADD
H-6194	120 x 48 x 120"			760	750	740	1	ADD	H-6194-ADD	575	565	555	1	ADD
H-7468	144 x 36 x 120"	6"	5,000	840	830	820	1	ADD	H-7468-ADD	670	660	650	1	ADD
H-6807	144 x 42 x 120"			855	845	835	1	ADD	H-6807-ADD	685	675	665	1	ADD
H-6808	144 x 48 x 120"			875	865	855	1	ADD	H-6808-ADD	690	680	670	1	ADD

SHIPS UNASSEMBLED VIA MOTOR FREIGHT

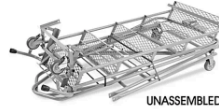
10 Step Safety Angle Rolling Ladder - Unassembled with 24" Top Step



[More Images & Video](#)

Easily walk down steps facing forward - Safety assured. 50° incline.

- Four 4" diameter casters: 2 swivel, 2 rigid.
- 24" wide expanded metal steps.
- Ships knocked down.
- Quick and easy assembly. No special tools required.
- Drop ships in 2 days from MI, GA, CA, TX or PA.
- **California only:** To meet Cal/OSHA regulations, ladder ships with a 42" handrail, increasing overall height to 142". Base is 42" wide.



SPECIFY SIZE:

OSHA and ANSI Compliant

MODEL NO.	STEPS	PLATFORM HEIGHT	OVERALL HEIGHT	LOAD CAPACITY	BASE W x D	WT. (LBS.)	PRICE EACH		SIZE	ADD TO CART
							1	2+		
H-3135-24	10	100"	130"	450 lbs.	32 x 109"	227	\$1,240	\$1,215	24" Top Step ▾	1 <input type="button" value="ADD"/>

SHIPS UNASSEMBLED

[Additional Info](#) [Parts](#) [Shopping Lists](#) [Request a Catalog](#)

24 H5718 Starter Kits – 96x48x120" at \$630 = \$15,120

Taxes = \$45 per unit = 24x\$45 = \$1080

Shipping = \$240 per kit = 24x\$240 = \$5760

H-3135-24 10 step angle rolling ladder – 24' top step = \$1240

Taxes = \$89

Shipping = \$240

Subtotal - \$23,529

Budget - \$25,000 -variance in quote to price

2026 GENERAL CDBG PROGRAM APPLICATION

CHECKLIST

SUBMIT COMPLETED CHECKLIST WITH APPLICATION

Please submit each section of the application, including this

checklist: ☒ **A. Cover Page**, *limit 1 page*

☒ **B. Summary Sheet**, *limit 1 page*

☒ **C. General CDBG Application Narrative Questions**, *page limits*

vary ☒ **D. Budget: Revenues and Expenditures**, *limit 1 page*

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

☒ **E. Demonstration of Endorsement by Elected Officials**

☒ **F. Multi-community Additional Questions & Signature Page**

Required documents for non-profit organizations:

☒ **Verification of 501(c)3 Status**, *limit 1 page*

☒ **Agency Organizational Chart** to show how the proposed program fits into the overall organizational structure; include program staff or positions, *limit 1 page*

☒ **Most Recent Agency Operating Budget Summary**, *limit 1 page*

☒ **Most Recent Independent Auditors Report and identified findings** or *if an Audit is not available* the most recent 990 Financial Statement


☒ **Complete list of Board Members**

Daniel Black, Project Home
Checklist Completed By Date:

2026 GENERAL APPLICATION COVER PAGE

Application Type	<input type="checkbox"/> General - non- eco dev. <input type="checkbox"/> General - Economic Development <input checked="" type="checkbox"/> General - Multi-Jurisdictional		
Lead Town/City	(Name of lead community and any additional partner communities) City of Westbrook, Town of Scarborough, Town of Windham		
Project Name	Project Home (formerly Quality Housing Coalition)		
Mailing Address	75 Washington Ave, Suite 2F Portland, ME 04101		
Project Address	75 Washington Ave, Suite 2F, Portland, ME 04101		
Authorized Official	Angela Holmes City Administrator	Phone 207-854-9105	Email aholmes@westbrook.me.us
Project Director	Lucas Schrage	Phone 207-274-1063	Email lucas@projecthomemaine.org
Financial Contact	Dan Black	Phone 207-274-1063	Email dan@projecthomemaine.org
Person who completed the Application	Dan Black	Phone 207-274-1063	Email dan@projecthomemaine.org
Amount of CDBG Funds Requested	\$50,000	Total Project Budget \$683,969	
UEI Number	KTHKA4GF4KL8		

Name and Signature of Authorized Official Date


 _____ 1/12/26
 ANGELA HOLMES, CITY ADMINISTRATOR

2026 General CDBG Application Page 2

GENERAL APPLICATION SUMMARY SHEET

1. **HUD National Objective.** Indicate which National Objective this program activity will address; choose one

☒ **Low and Moderate Income Clientele (LMC):** an activity which provides benefits to a specific group of persons of which at least 51% qualifies as low/mod income.

Does this activity benefit a population that HUD presumes to be low to moderate income, including *abused children, elderly persons, battered spouses, homeless persons, illiterate adults, severely disabled adults, persons living with AIDS, and migrant farm workers*? ☐ No ☐ Yes (please circle appropriate population)

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

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

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

☐ **Creating a Suitable Living Environment**

☒ **Providing Decent Affordable Housing**

☐ **Creating Economic Opportunity**

3. **Beneficiaries.**

A. Describe the beneficiaries or clients served by the program.	A. Children, families, and adults earning below 60 percent of the Area Median Income (AMI).
B. How many Cumberland County residents will be served by the proposed program? (unduplicated -per year)	B. 920
C. How many are <u>low to moderate income</u> Cumberland County residents?	C. 920

4. **Documentation**

A. How will the beneficiaries' information be collected and documented?	A. Data on participants is captured using a self-certification form and tracked in a secure database.
B. How will the outcomes be measured, collected, and documented?	B. Staff will submit a quarterly report summarizing the work completed to date.

Please limit the Public Service Worksheet to 1 Pages.

GENERAL APPLICATION QUESTIONS

Respond to the narrative questions in a maximum of six pages or seven pages for multi jurisdictional project applications.

1. Provide a brief summary (400 words maximum) of the proposed project. - 10 points.
Focus your answer on issues *such as, but not limited to*: What are the services to be provided? Where will they happen? Who's in charge? Who will be served?

Project Home (formerly Quality Housing Coalition) is an integrated housing and stability model that helps low and extremely low-income adults and children experiencing homelessness or at risk of homelessness secure stable and affordable housing within 30-60 days and move from crisis to self-sufficiency within two years.

HOUSING:

Lucas Schrage, Director of Housing Initiatives, leads our housing program team to secure affordable housing for approximately 200 households and prevent the evictions of between 200-250 households each year for a total of 2,029 adults and children served annually. We secure housing within the existing rental market by partnering with landlords to access both market-rate and subsidized affordable units. We work with them to: 1) remove application barriers such as low credit and income, and eviction or criminal history; 2) provide a financial lease guarantee for each unit; and 3) provide supportive services including monthly home inspections, landlord-tenant mediation, and the health and financial services described below. We receive referrals of families in need of housing from partner community social services organizations and local schools. Since May we have expanded our partnership with Portland Schools resulting in securing housing for 64 families, comprising 221 adults and children. With this grant, we seek to expand this proven and cost effective model to Westbrook, Windham and Scarborough.

HEALTH OUTREACH:

The health outreach staff conducts in-home visits to assess residents' health needs, help enroll them in MaineCare, ACA marketplace plans, or free care through Greater Portland Health or local hospitals, and assist in establishing a relationship with a primary care provider.

FINANCIAL SECURITY:

Our workforce team led by Rod Mahoua, Director of Workforce Initiatives, builds financial resilience through personalized career coaching, job training with advanced professional English classes in fields such as healthcare and manufacturing, and employment navigation.

Our economic security team is led by Peace Mutesi, Director of Economic Opportunity. For single mothers, supporting a family on one income is often untenable. Taking a job can mean losing benefits such as Temporary Aid to Needy Families and SNAP before earning enough to cover rising costs of childcare, housing, and basic necessities—placing families at risk of eviction and deeper financial insecurity. To safely bridge this benefits cliff, Project Home Trust provides one year of monthly cash assistance along with financial coaching and peer support.

2. Provide a response to the four questions below defining and justifying the need for the activity. - 20 points
a. Convey the magnitude and severity of the issue to be addressed.

Maine’s affordable housing supply shortage is expected to take 10 to 20 years to tackle through new construction. In the meantime, 85% of Maine’s rental housing is owned by private landlords, and 52% of Maine renters (approximately 60,000-70,000 households) are housing insecure.

Households earning \$40,000 or less, typical of the area for service and entry-level workforce, are disproportionately affected by the lack of affordable housing. According to Harvard University’s Joint Center for Housing Studies, almost 52% of renters in Greater Portland are “cost-burdened,” meaning they spend at least 30% of their income on housing. More than 24% are “severely” cost-burdened, spending more than 50% on housing, putting them at high risk of eviction or homelessness.

Each year, more than 3,700 households in Westbrook, Windham and Scarborough are at-risk of eviction. The community impacts of this instability are extensive: reduced workforce participation, higher healthcare utilization, greater dependence on public assistance, increased demand for emergency shelter and emergency medical services. The Maine Homelessness System Performance Report (2024) estimates the public cost of homelessness exceeds \$30,000 per individual annually, including emergency, medical, and law enforcement expenses.

b. Identify the total number of people affected by the issue. 3,713

i. Out of the total number of people affected, identify the number of people from low/moderate income households. 3,713

c. Describe to what extent the project makes in the long-term measurable difference in the economic and social health of the region.

When families lack housing security, the effects extend across education, employment, healthcare, and local economies. Households struggling to maintain housing are less able to sustain steady employment, access preventive healthcare, or achieve financial independence – reinforcing generational poverty and an increased reliance on public programs. In economic terms, stabilizing just 100 households through Project Home’s model ensures those families do not become homeless, preventing up to \$3 million in annual public expenditures - funds that can be redirected toward long-term community development.

The ripple effects are also seen in schools and workplaces. Children experiencing homelessness or housing instability have higher absenteeism and lower academic performance; Maine Department of Education data (2023) shows graduation rates nearly 20% lower than for their housed peers. Stable housing enables students to attend school consistently, reduces toxic stress, and allows teachers to focus on instruction rather than crisis management. For working parents, housing stability supports reliable employment, reducing absenteeism caused by relocations, childcare disruptions, or transportation barriers.

Eight years of coalition building with the business, housing, education, and government sectors has achieved stable housing for 2,402 Project Home families, 99% of whom maintain stable housing and reach financial independence at a cost of just \$2,000 per family. Equally important, it is successfully advancing systems-level solutions beyond traditional anti-poverty efforts to build lasting progress toward a more equitable and sustainable future.

3. Provide a response to the three questions concerning management of the proposed

activity – 10 points**a. Define *who* will manage the grant funded project and *how* they will manage it.**

Lucas Schrage, Director of Housing Initiatives oversees all housing programming. Lucas brings 10 years of housing authority and Project Home experience as a multilingual housing professional. He supervises 11 committed staff who work as a team to provide culturally, linguistically, and trauma-informed housing navigation and stabilization services. Lucas is also responsible for grants management, staff performance, and outcomes.

Loliana Amange, Housing Navigation Coordinator, leads landlord outreach and maintains relationships with more than 1,000 landlords statewide for Project Home. She also oversees school and community organization partnerships, manages referrals, and coordinates housing stabilization and eviction prevention efforts with her team of housing navigators. \

Josephine Kamagaju, Health Outreach Coordinator. Josephine experienced homelessness as a single mother before being housed by Project Home in 2018. Stable housing enabled her to advance her nursing and public health career and support her children. Serving first as a board member and now leading the Health Outreach program, Josephine supports families and children in accessing healthcare.

b. Explain the experience of the applicant in undertaking projects of similar complexity.

Project Home has a demonstrated track record successfully implementing housing stability initiatives of comparable scale and complexity. Since its founding in 2018 by private and nonprofit landlords, the organization has refined a holistic model that integrates access to permanent, affordable rental housing with supports that promote health and financial security.

Over the past eight years, Project Home has expanded this model by 217%, building a public-private-nonprofit partnership structure that is both outcomes-driven and cost-effective. This approach has enabled staff to navigate intricate municipal, state, and federal housing rules and regulations while resolving complex housing crises for clients.

To date, Project Home has partnered with more than 1,100 landlords to secure and stabilize housing for over 2,402 households (5,500 adults and children) who have experienced homelessness or severe housing insecurity. In 2024, the organization was selected by MaineHousing to administer the State's Eviction Prevention Program, through which it stabilized an additional 1,273 households at imminent risk of eviction by paying back and future rent.

The team's expertise extends beyond housing placement to building trust with highly marginalized populations who are transitionally housing insecure or experiencing homelessness. Approximately 60% of residents are members of Black, brown, and Indigenous communities, and 99% of tenants assisted by Project Home remain stably housed; notably, no Project Home resident was evicted in 2024, including the 30 young people served annually through the Foster Youth to Independence Program. Within 18–24 months of housing and stabilization services, most residents increase their income to the point that they no longer rely on public assistance.

This depth of experience in preventing eviction, stabilizing low-income renters, supporting job seeking, and connecting participants to wraparound services that sustain long-term housing and

workforce participation demonstrates that Project Home is well-equipped to undertake and successfully tailor this model specifically to school-identified students at risk of homelessness.

c. Demonstrate that an ongoing commitment exists to continue the maintenance and operation of the activity or facility.

We are seeking funding for our core programming and will continue to exist as long as the organization does. Our continued growth is evidence of the demand for our services and the commitment of our community to ensuring Project Home is here for the long-term.

4. Demonstrate that the project is ready to proceed – 20 points

For non-construction related projects:

• **Describe the steps that have been completed or must be completed to initiate the project. These may include: community support, staffing, securing an appropriate location, marketing and networking.**

The school-based housing navigation project in Westbrook, Windham, and Scarborough will build on Project Home's experience with landlord partnerships, eviction prevention, and school and community relationships to ensure that students at risk of homelessness are quickly identified and connected to stable housing supports.

Steps completed to date include:

- *Community support and partnerships.* Project Home has established partnerships with more than 1,100 landlords, multiple schools and community organizations statewide, creating strong community trust and a ready infrastructure for expansion into these three districts.
- *Program design and model adaptation.* Over eight years, Project Home has refined a holistic stabilization model that combines housing placement, eviction prevention, health access and employment navigation, and regular check-ins to address barriers and refine the process.
- *Core staffing capacity.* A Housing Navigation Coordinator already manages landlord outreach, school and community partnerships, referrals, and stabilization efforts, as well as a team of 3 housing navigators who are skilled at working with school-based referrals. This team forms a solid foundation for launching the school-based navigation project.

Key steps still needed to fully initiate the project are:

- Formalizing MOUs with school districts to define roles, data-sharing protocols, referral processes, and expectations for communication and follow-up.
- Conducting internal school outreach so administrators, McKinney-Vento liaisons, social workers, nurses, guidance staff, and front office personnel understand eligibility criteria, referral steps, and how the navigator will support families.
- Deepening community and landlord engagement by leveraging Project Home's network to identify units and supports in each community.
- Designing a clear referral pathway with district McKinney-Vento liaisons and student support teams, including defined triggers (such as doubled-up situations, frequent moves, or eviction notices) and a simple, secure referral form.
- Establishing centralized intake and triage through a School-Based Housing Navigator who receives referrals, completes intakes within a set timeframe, and prioritizes families facing imminent loss of housing.

- Creating a consistent feedback loop so schools receive confirmation of referrals, general progress and housing placements.

• **Describe any existing and/or potential impediments to project initiation**

Except for this funding to expand our housing navigation services where they are needed in Westbrook, Windham and Scarborough, there are no impediments.

5. Budget for project. Fill in the attached budget form and provide the basis for determination of budget amounts (Appendix IV). - 5 points

• **Describe how funds, including match when applicable, will be distributed between project elements.**

Project funds, including matching funds where applicable, will be directed primarily to housing navigation salary and benefits. The requested investment will be complemented by an estimated 120% match from other committed and anticipated sources, including a Congressional earmark, private donations, and support from the United Way of Southern Maine.

Because Project Home serves housing clients through a team-based model, all residents referred by participating municipalities will have access to the full range of support available through the organization. In practical terms, while Cumberland County CDBG resources will cover a portion of the navigator's compensation, sponsor communities' referrals will unlock additional tools such as the guarantee fund and the eviction mitigation fund, which help residents remain stably housed when unexpected financial or personal crises arise.

• **Limit the budget and budget description to that portion of your program that is applicable to this application.**

• **For projects requiring a match: County sponsored projects do not require a match.**

Community sponsored applicants require a threshold 20% match in cash, donated land or building materials, or contracted project development services. In-kind contributions are allowed, but need to be documented, quantifiable services for work performed.

6. Implementation schedule for project: - 5 points

There are many types of projects, each with their own set of typical activities and timelines. Describe the implementation schedule for this program.

Quarter 1: July–September 2026

- Provide responsive housing navigation services for school children and their families referred by the Westbrook, Windham, and Scarborough School Districts who are experiencing homelessness or housing insecurity.
- Improve and streamline the referral → intake → housing placement process, including documentation, tracking, and communication with partners.
- Deliver ongoing housing and tenant education for all applicants.
- Place approximately 15–20 households per month into safe, affordable units and coordinate move-in logistics, including furniture and food boxes.
- Recruit and onboard new landlord partners in partner communities, offering orientation and establishing or updating Memoranda of Understanding.

Quarter 2: October–December 2026

- Continue all housing navigation, referral, education, and placement activities from Quarter 1.

- Launch stability support services by beginning health outreach visits to recently housed residents in these communities.
- Conduct basic health needs assessments and support connecting to a primary care provider.
- Facilitate referrals to behavioral health providers for residents who need mental health or substance use support.
- Maintain landlord recruitment, training and relationship management in partner communities.

Quarters 3 and 4: January–June 2027

- Sustain all housing navigation, stabilization, health outreach, and landlord engagement services initiated in Quarters 1 and 2.
- Begin systematically referring interested residents to career coaching and workforce development services to support income growth.
- Hold structured conversations with residents in months 8–10 of their tenancy about lease renewal options, potential moves, and long-term housing and financial goals.

7. Need for CDBG Funds (Answer either 7A or 7B)

7A) NON-ECONOMIC DEVELOPMENT ONLY

Provide a response to the three questions demonstrating the need for CDBG program funds - 15 points

a. Why are CDBG funds critical for the commencement and ultimate success of the project?

Historically, Project Home has received significant funding for eviction prevention and housing navigation from the State of Maine, MaineHousing and the Portland Public Schools, all of which are uncertain in 2026. We are actively seeking other sources of funding so that we don't have to reduce our services to communities that have no other organization to turn to. The funding from CDBG would help to fill that gap and ensure that we can help every family or child who comes to us find a stable home.

b. Have you, or will you, seek funds from other sources? If so, what are those funding sources?

From its start, Project Home has always leveraged funding through effective collaboration. By design, we fill the gaps in existing systems that don't prioritize stable housing; therefore, we don't rely solely on government grants. Instead, we braid together funding sources and make them work through housing navigation. In 2025, our funding sources for Project Home include:

Federal Sources 22%

State and Local Government Sources 48%

Private Foundations 12%

Individual Donors 16%

Other Income 2%

c. What is the impact on the project if CDBG funds are not received or if only partial CDBG funds are received?

Project Home is an ongoing program and would continue to exist without CDBG funds, albeit on a smaller scale. Every dollar we raise means we can assist more people with finding stable housing, healthcare and career development services. And while these services have been threatened with federal and state funding cuts, we are aggressively seeking other resources that will ensure the continuation of the work.

8. Distress Score

Each community will be **assigned** a score from **0 to 10 points** based upon two factors: a. Percent of low/moderate income community residents of the total community population. b. Percent of low/moderate income residents in the 25 communities of the Cumberland County Entitlement Jurisdiction that reside in the applicant community.

County sponsored projects serving region-wide initiatives will receive a distress score of **6 points**. – The applicant does not need to calculate this score, it will be assigned by County Staff to your application.

9. Multi-Jurisdictional Bonus

5 points will be awarded to projects sponsored by two or more communities demonstrating benefits to low/moderate income residents of all participating communities.

c. Multi-community applicants must answer two additional questions in a maximum of one page:

i. How will low/moderate income residents in each participating community benefit from the project/activity?

Low- and moderate-income residents in Westbrook, Windham, and Scarborough will benefit by gaining structured, school-based access to housing navigation, stabilization supports, and pathways to long-term self-sufficiency. Students identified by school staff as McKinney-Vento-eligible will be referred directly to Project Home's School-Based Housing Navigation Team who will help them and their families secure safe, affordable housing, connect them to health care, and link them to income and career supports. By aligning housing placement with stabilization services such as health outreach, behavioral health referrals, and career coaching, families will be more likely to remain stably housed, avoid disruptive moves, and maintain continuity in their children's education and community ties. New and strengthened partnerships with local landlords will increase the number of units available in each town and help families stay in, or near, their preferred neighborhoods, preserving social networks and minimizing school disruptions.

ii. What role will each applicant community play in the project/activity?

Each participating community will play an active, ongoing role in the project. School districts in Westbrook, Windham, and Scarborough will identify and refer students and families at-risk of homelessness, participate in the design and refinement of referral pathways, and collaborate with Project Home through regular check-ins and data-sharing protocols that respect privacy requirements. Municipal partners and local service providers will help inform the community about the program and any additional resources available while also informing local landlords about the program and encouraging their participation. Together, these roles will ensure that the project is deeply embedded in each community's existing systems, making the housing navigation services responsive, accessible, and sustainable over time.

d. Application must be endorsed by officials from all communities. Use form found in Appendix II.

e. Distress score for multi-jurisdictional applicants. This will be calculated by the County based on the following factors:

i. Factor #1: Combine LMI & population of the communities to create a new "LMI as % of population factor"

ii. Factor #2: Average the existing "LMI as % of County LMI" factor for the communities.

APPENDIX I: BUDGET

*A completed budget must be submitted with the application

Revenues: List ALL funding sources for the proposed program.	Please indicate: Secured or Projected	Revenues TOTAL
CDBG Request	Projected	\$50,000
Other HUD Funds (please list)		
a. Congressional Directed Spending	Secured	\$75,000
Other Federal Funds (please list)		
a.		
b.		
State/ County Funds (please list)		
a. MaineHousing	Secured	\$25,000
b.		
Local Funds	Projected	\$150,000
Private Funds (Grants, Fundraising, etc., please list)		
a. Foundation Grants	40% Secured	\$100,000
b. Fundraising	~50% Secured	\$207,727
In Kind Services		
TOTAL PROGRAM or PROJECT REVENUE		

EXPENDITURES: Feel free to edit categories as relevant to your program	CDBG Expenditures	Expenditures All Other Sources	TOTAL Expenditures
Design/Engineering Costs	\$0	\$0	\$0
Advertising	\$0	\$0	\$0
Materials/Supplies	\$0	\$0	\$0
Labor (Salary and Benefits for 5 FTE, Avg per employee cost of \$69,170)	\$43,479	\$302,471	\$345,850

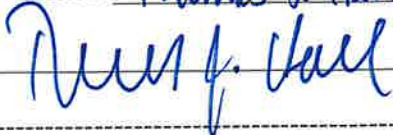
Project administration	\$0	\$51,877	\$51,877
Other, please specify			
a. Guarantee Fund	\$0	\$175,000	\$175,000
b. Essential Needs Fund	\$0	\$25,000	\$25,000
c. Community Building Fund	\$0	\$10,000	\$10,000
d.			
TOTAL PROGRAM or PROJECT EXPENSES			\$607,727

Admin Expenditures for CDBG Program	CDBG Expenditures	Expenditures All Other Sources	TOTAL Expenditures
Direct Admin Expenditures	\$0	\$51,877	\$51,877
Indirect Admin Expenditures (15%)	\$6,521	\$53,138	\$59,659

APPENDIX II: MULTI-COMMUNITY APPLICATION ENDORSEMENT

Additional Community Applicant: Town of Scarborough

Additional Community Authorized Official Thomas J. Hall, Town Manager

Signature of Authorized Official 

Additional Community Applicant: Town of Windham

Additional Community Authorized Official Robert J. Burns, Town Manager

Signature of Authorized Official 

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

DEPARTMENT OF THE TREASURY

Date: **AUG 15 2018**

QUALITY HOUSING COALITION
C/O ROBERT H LEVIN
94 BECKETT ST 2ND FLOOR
PORTLAND, ME 04101

Employer Identification Number:
82-4353021
DLN:
26053496002268
Contact Person:
NANCY L HEAGNEY ID# 31306
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990/990-EZ/990-N Required:
Yes
Effective Date of Exemption:
February 13, 2018
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

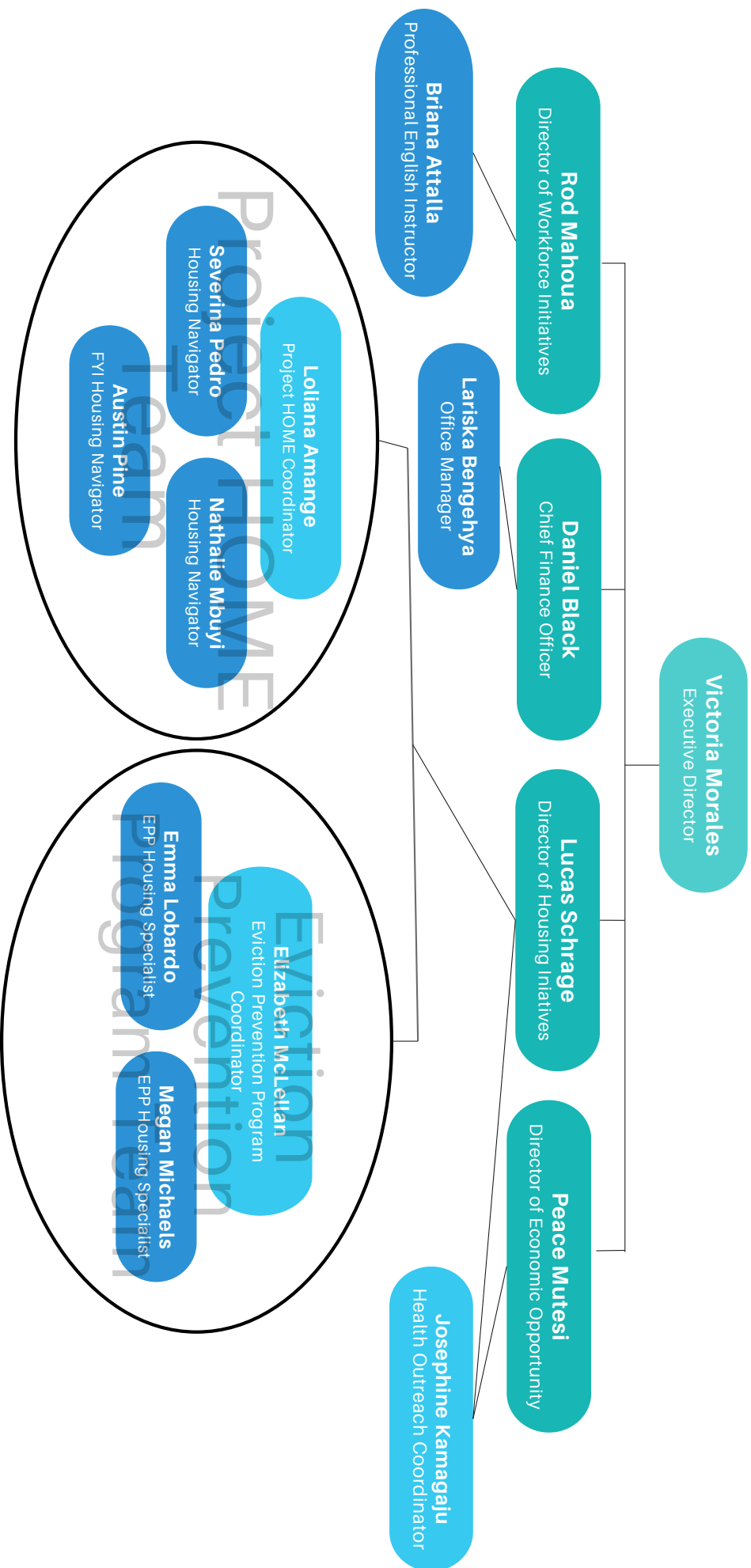
If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

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

Letter 947

QUALITY HOUSING COALITION

Organizational Chart



2026 Operating Budget

Category

Income		2026 Budget
Cash-on-Hand Carryover		
Unrestricted Funds		\$96,000
Project Home Trust Designated Funds		\$190,012
Government Grants		\$867,821
Foundation Grants		\$246,822
Donations		\$778,543
MaineCare		\$117,986
Other Income		\$20,000

Total Income	\$2,317,184
---------------------	--------------------

Personnel Expenses

Salary		
Administration		\$370,000
Project HOME		\$230,300
Project HOME Trust		\$100,000
Health Outreach		\$70,000
Project HOME to Profession		\$115,000
Eviction Prevention Program		\$102,292
Total Salary		\$987,592
Benefits, Taxes & Fringe		\$236,677

<u>Total Payroll Expenses</u>	<u>\$1,224,268</u>
-------------------------------	--------------------

Consultants		
Researcher		\$156,500
Grant Writer/Development		\$68,400
Bookkeeper		\$17,000
Marketing		\$66,000
Database Architect		\$0
Accountant		\$35,000
Legal		\$3,500
MaineCare Supervisor		\$3,900
Driver's Education Outfit		\$21,600

<u>Total Consultant Expenses</u>	<u>\$371,900</u>
----------------------------------	------------------

Administrative Expenses

Office Rent & Utilities		\$109,916
Insurance		\$16,600
Office Equipment & Supplies		\$50,700
Interpreting & Translation		\$7,000
Staff Attraction & Retention		\$34,000

<u>Total Administrative Expenses</u>	<u>\$218,216</u>
--------------------------------------	------------------

Program Expenses

Project Home Program Costs		\$200,000
Development Projects		\$0
Project Home Trust Payments		\$277,800
Client Events		\$25,000

<u>Total Program Expenses</u>	<u>\$502,800</u>
-------------------------------	------------------

Total 2026 Operating Expenses	\$2,317,184
--------------------------------------	--------------------



FINANCIAL STATEMENTS
December 31, 2024

**QUALITY HOUSING COALITION
TABLE OF CONTENTS**

	<u>Page</u>
Independent Auditors' Report	1-2
 <u>Financial Statements</u>	
Statement of Financial Position	3
Statement of Activities	4
Statement of Functional Expenses	5
Statement of Cash Flows	6
Notes to Financial Statements	7 - 11



INDEPENDENT AUDITORS' REPORT

To Board of Directors and Management
Quality Housing Coalition
Portland, ME

Opinion

We have audited the accompanying financial statements of Quality Housing Coalition (a nonprofit organization), which comprise the statement of financial position as of December 31, 2024, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Quality Housing Coalition as of December 31, 2024, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Quality Housing Coalition and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Quality Housing Coalition's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgement made by a reasonable user based on the financial statements.

46 FIRSTPARK DRIVE, OAKLAND, ME 04963 PHONE 207.873.1603
259 FRONT STREET, BATH, ME 04530
151 CAPITOL STREET, SUITE 1, AUGUSTA, ME 04330

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Quality Housing Coalition's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Quality Housing Coalition's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

One River, CPAs

Bath, Maine
October 27, 2025

46 FIRSTPARK DRIVE, OAKLAND, ME 04963 [PHONE 207.873.1603](tel:207.873.1603)
259 FRONT STREET, BATH, ME 04530
151 CAPITOL STREET, SUITE 1, AUGUSTA, ME 04330

QUALITY HOUSING COALITION
Statement of Financial Position
December 31, 2024

Assets:

Current assets:

Cash and cash equivalents	\$	490,948
Promises to give		39,519
Grants receivable		197,843
Short-term investments		249,310
Prepaid expenses		7,531
Total current assets		<u>985,151</u>

Other assets:

Right of use assets - operating lease		8,024
Security deposits		803
Total other assets		<u>8,827</u>

Total assets	\$	<u>993,978</u>
---------------------	-----------	-----------------------

Liabilities and net assets:

Current liabilities:

Accounts payable	\$	19,772
Accrued payroll and related liabilities		54,439
Lease liabilities - operating		8,165
Deferred revenue		431,488
Total current liabilities		<u>513,864</u>

Net assets:

Without donor restrictions		106,768
With donor restrictions		373,346
Total net assets		<u>480,114</u>

Total liabilities and net assets	\$	<u>993,978</u>
---	-----------	-----------------------

See independent auditors' report and accompanying notes to the financial statements.

QUALITY HOUSING COALITION
Statement of Activities
Year Ended December 31, 2024

	Without Donor Restrictions	With Donor Restrictions	Total
Support and revenue:			
Donations and foundation grants	\$ 187,192	312,796	499,988
Government grants and contracts	319,455	516,608	836,063
Donations of nonfinancial assets	4,981	-	4,981
Interest income	26,833	-	26,833
Other revenues	42,754	-	42,754
Total support and revenue	581,215	829,404	1,410,619
Reclassifications:			
Net assets released from restrictions	1,194,276	(1,194,276)	-
Total support, revenue, and reclassifications	1,775,491	(364,872)	1,410,619
Expenses and losses:			
Program services	1,462,714	-	1,462,714
Supporting services:			
Management and general	232,121	-	232,121
Fundraising	16,716	-	16,716
Total supporting services	248,837	-	248,837
Total expenses	1,711,551	-	1,711,551
Loss on uncollectible promises to give	-	5,000	5,000
Total expenses and losses	1,711,551	5,000	1,716,551
Change in net assets	63,940	(369,872)	(305,932)
Net assets, beginning of year	42,828	743,218	786,046
Net assets, end of year	\$ 106,768	373,346	480,114

See independent auditors' report and accompanying notes to the financial statements.

QUALITY HOUSING COALITION
Statement of Functional Expenses
Year Ended December 31, 2024

	SUPPORTING SERVICES				Total Expenses
	Program Service	Management and General	Fundraising	Subtotal Supporting Services	
Expenses:					
Salaries and wages	\$ 607,187	73,856	-	73,856	681,043
Payroll taxes	46,215	5,621	-	5,621	51,836
Contracted services	35,720	72,244	16,490	88,734	124,454
Office rental	40,425	6,041	-	6,041	46,466
Insurance	-	13,641	-	13,641	13,641
Subscriptions	4,562	4,813	-	4,813	9,375
Utilities	2,634	6,710	-	6,710	9,344
Office expense	14,674	41,041	177	41,218	55,892
Direct client benefits	576,212	-	-	-	576,212
Benefits	47,097	7,037	-	7,037	54,134
Conferences and events	29,622	209	-	209	29,831
Travel	7,008	74	-	74	7,082
Property management	49,648	-	-	-	49,648
Advertising	1,710	834	49	883	2,593
Total expenses	\$ 1,462,714	232,121	16,716	248,837	1,711,551

See independent auditors' report and accompanying notes to the financial statements

QUALITY HOUSING COALITION
Statement of Cash Flows
Year Ended December 31, 2024

Cash flows from operating activities:

Net change in net assets	\$ (305,932)
Adjustments to reconcile net change in net assets to net cash flows from operating activities:	
Accrued interest on certificates of deposit	(162)
(Increase) decrease in operating assets:	
Promises to give	5,481
Grants receivable	1,196
Right of use assets - operating lease	24,072
Security deposits	(803)
Prepaid expenses	(7,531)
Increase (decrease) in operating liabilities:	
Accounts payable	12,500
Accrued payroll and related liabilities	34,423
Lease liabilities - operating	(24,247)
Deferred revenue	431,488

Net cash provided by operating activities	170,485
--	----------------

Cash flows from investing activities:

Purchase of certificate of deposit	(250,000)
Proceeds from maturity of certificate of deposit	201,541

Net cash used in investing activities	(48,459)
--	-----------------

Net change in cash and cash equivalents	122,026
--	----------------

Cash and cash equivalents, beginning of year	368,922
---	----------------

Cash and cash equivalents, end of year	\$ 490,948
---	-------------------

See independent auditors' report and accompanying notes to the financial statements.

QUALITY HOUSING COALITION
Notes to Financial Statements
December 31, 2024

NOTE 1 – NATURE OF ACTIVITIES AND SIGNIFICANT ACCOUNTING POLICIES

Organization and Purpose

Quality Housing Coalition (“the Coalition”) supports and creates quality housing opportunities for those in need. They are dedicated to finding pathways that can stabilize and provide access of housing to people of need in Maine to live, work, and raise their children. Project HOME, a flagship program, provides housing navigation services to low-income renters, helping them access the units of over 80 landlord partners in Cumberland, York, Androscoggin, Oxford, Sagadahoc, Kennebec, and Penobscot Counties. The Coalition is supported primarily through government grants and contracts.

Basis of presentation

The financial statements of the Coalition have been prepared on an accrual basis in accordance with U.S. generally accepted accounting principles (U.S. GAAP).

Use of Estimates

The preparation of financial statements in accordance with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

For purposes of the statement of financial position and the statement of cash flows, cash and cash equivalents consists of cash on deposit with banks or in highly liquid investments with an initial maturity of 90 days or less.

Credit Risk

The Coalition maintains cash balances with banks that are members of the Federal Deposit Insurance Corporation (FDIC). At times, the Coalition's cash balances may have exceeded FDIC insured limits. The Coalition has not experienced any losses in these accounts, and management does not believe it is exposed to significant risk.

Promises to Give

Promises to give are stated at the amount management expects to collect from outstanding balances. Management provides for probable uncollectible amounts through a charge to contributions or grants support or a loss if the promise to give was originally recorded as a donor restricted support. A credit to valuation allowance based on its assessment of the current status of individual accounts. Balances that are still outstanding after management has used reasonable collection efforts are written-off through a charge to the valuation allowance and a credit to promises to give. Allowance for doubtful accounts was \$0 at December 31, 2024.

Investments and Fair Value Measurement

Investments consist of certificates of deposit with a bank with an original maturity of longer than 90 days. Certificates of deposit are valued at amortized cost, which approximates fair value. The Coalition reports under Fair Value Measurements, which establishes a framework for measuring fair value. That framework provides a fair value hierarchy that prioritizes the inputs of valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurement) and the lowest priority to unobservable inputs (level 3 measurements). The certificate of deposit is considered a level 2 investment, which inputs to valuation include: quoted prices for similar assets or liabilities in active markets; quoted prices for identical or similar assets or liabilities in active markets; inputs other than quoted prices that are observable for the asset or liability; inputs that are derived principally from or corroborated by observable market data by correlation or other means.

QUALITY HOUSING COALITION
Notes to Financial Statements
December 31, 2024

NOTE 1 – NATURE OF ACTIVITIES AND SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

Investments and Fair Value Measurement, Continued

If the asset or liability has a specified (contractual) term, the level 2 input must be observable for substantially the full term of the asset or liability.

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs at the closing price reported on the active market on which the individual securities are traded.

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Coalition believes their valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

Property and Equipment

The Coalition capitalizes property and equipment over \$1,000. Purchased property and equipment is capitalized at cost. The cost of depreciable property and equipment is depreciated using the straight-line method over the estimated useful lives ranging from five years for office equipment to forty years for buildings. Expenditures for maintenance, repairs, and minor renewals and betterments are expensed when incurred.

Net Assets

Net assets, revenues, gains, and losses are classified based on the existence or absence of donor or grantor-imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

Net Assets Without Donor Restrictions – Net assets available for use in general operations and not subject to donor (or certain grantor) restrictions.

Net Assets With Donor Restrictions – Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Coalition or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity. Donor restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the statement of activities.

Revenue and Revenue Recognition

Revenue is recognized when earned. Contributions are recognized when cash, securities or other assets, an unconditional promise to give, or notification of a beneficial interest is received. Conditional promises to give are not recognized until the conditions on which they depend have been substantially met.

Grant revenue is derived from pass-through federal grant agreements and various state and private entity pass-through grant agreements. The Coalition has evaluated its grant agreements against applicable accounting standard guidance and determined that the grant agreements are contributions (a nonreciprocal transaction) conditioned upon certain performance requirements and/or incurrence of allowable qualifying expenses. Amounts received are recognized as revenue when the Coalition has fulfilled performance requirements/incurred expenses in compliance with specific provisions in the grant agreement.

QUALITY HOUSING COALITION
Notes to Financial Statements
December 31, 2024

NOTE 1 – NATURE OF ACTIVITIES AND SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

Contributed Services

Directors and officers have made a significant contribution of their time to developing the Coalition and its programs. No amounts have been recognized in the accompanying statement of activities because the criteria for recognition of such efforts under U.S. GAAP have not been satisfied.

Functional Allocation of Expenses

The costs of program and supporting services activities have been summarized on a functional basis in the statement of activities. The statement of functional expenses presents the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

The expenses that are allocated include the following:

Expense	Method of Allocation
Salaries and wages	Time and effort
Payroll taxes	Time and effort
Employee benefits	Time and effort
Contract services	Time and effort
Rent	Square footage
Insurance	Time and effort
Subscriptions	Time and effort
Utilities	Square footage
Office expense	Time and effort

Income Tax Status

The Coalition is a not-for-profit organization that is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code and classified by the Internal Revenue Service as other than a private foundation. Management believes there are no uncertain tax positions with the Internal Revenue Service that require disclosure in its financial statements. The Coalition is open to audit under the statute of limitations by the Internal Revenue Service and state taxing authorities for three years after filing of the related tax forms.

Subsequent Events

Management has evaluated subsequent events through the date of this report, the date the financial statements were available to be issued and determined that any subsequent events that would require recognition or disclosure have been considered in the preparation of the financial statements.

NOTE 2 – LINE OF CREDIT

The Coalition obtained a \$100,000 secured line of credit with a bank in July 2023, with no maturity date. The line of credit is secured by substantially all assets of the organization and bears a variable interest rate set at the highest prime rate quoted in the *Wall Street Journal* (currently 7.50%). The line of credit had a zero balance at December 31, 2024.

QUALITY HOUSING COALITION
Notes to Financial Statements
December 31, 2024

NOTE 3 – LIQUIDITY AND AVAILABILITY

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the statement of December 31, 2024, comprise the following:

Cash and cash equivalents	\$ 490,948
Short-term investments	249,310
Promises to give	39,519
Grants receivable	197,843
	<u>977,620</u>
Less: net assets with donor restrictions	<u>373,346</u>
	<u><u>\$ 604,274</u></u>

As part of its liquidity plan, excess cash is maintained, and the Coalition has one line of credit with \$100,000 of availability at December 31, 2024.

NOTE 4 – LEASING ACTIVITIES

The Coalition leases 3 suites used as office space at 188 State St., Portland, ME. Leases with an initial term of 12 months or less are not recorded on the statement of financial position. The weighted average remaining term of these leases is .3 years, and the weighted average discount rate is 3.59% at December 31, 2024 by electing to use the risk-free treasury rate.

Maturities of these operating lease liabilities at December 31, 2024 are as follows:

Year ending December 31:	
2025	\$ 8,434
Total lease payments	8,434
Less: interest	<u>(269)</u>
Present value of lease liability	<u><u>\$ 8,165</u></u>

As of December 31, 2024, the Coalition has an additional operating lease, for additional office space, that has not yet commenced with an average annual rent of approximately \$77,000. This operating lease commenced on April 7, 2025 with a lease term of 3 years with additional renewal options.

NOTE 5 – RESTRICTIONS ON NET ASSETS

Net assets with donor restrictions were as follows at December 31, 2024:

Specific Purpose:	
Project HOME Trust	\$ 301,055
Project HOME Health Outreach	49,483
Project HOME	<u>22,808</u>
	<u><u>\$ 373,346</u></u>

QUALITY HOUSING COALITION
Notes to Financial Statements
December 31, 2024

NOTE 5 – RESTRICTIONS ON NET ASSETS, CONTINUED

Net assets released from net assets with donor restrictions are as follows for the year ended December 31, 2024:

Satisfaction of Purpose Restrictions:

Project HOME	\$ 673,156
Project HOME Trust	396,563
Project HOME Health Outreach	60,516
Capacity Building	46,541
Project Home to Profession	17,500
	<u>\$ 1,194,276</u>

The loss on uncollectible promises to give reduced the balance in net assets with donor restrictions for Project HOME Trust in 2024.

NOTE 6 – CONCENTRATIONS

Approximately 43% of the Coalition's total support and revenue for 2024 was derived from two grantors.

NOTE 7 – CONTINGENCIES

The Coalition receives funds under federal and state grant agreements. These funds are subject to review by the funding agencies. As of this date it is not possible to determine liabilities, if any, that may arise from future reviews and as such management has not recorded any provisions in the financial statements.

Project Home Board Contact List

Brit Vitalius, President

Vitalius Realty Group, Owner
Rental Housing Alliance, Founder
September 2018-Present

Leah Bruns, Treasurer

Portland Housing Authority, Deputy Director
May 2022-Present

Jonathan Culley, Secretary

Redfern Properties, Principal
September 2018-Present

Larissa Gahimbare

August 2020-Present

Marpheen Chann

Khmer Maine, Executive Director
Author
December 2022-Present

Robert Liscord, Esq.

Drummond Woodsum, Attorney
January 2024-Present

Elaine Charette

The Wishcamper Companies, Paralegal and Executive Assistant
November 2024-Present

Josh Waxman

United Way of Southern Maine, Senior Vice President
June 2025-Present

Carol Miller

Fundraising Professional
September 2025-Present

Phil Cohen

M&T Bank, Regional President
October 2025- Present



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

Date: February 2, 2026
Resolve: 2026-07

Approving Reappointments to the Recreation & Conservation Commission

That the Westbrook City Council hereby confirms the mayoral reappointment of Matthew Brunner and Warren Lain to the Recreation and Conservation Commission as regular members for three-year terms expiring on December 31, 2028.

First and Final Reading: February 2, 2026

Attest:

City Clerk

Mayor



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

REQUEST FOR COUNCIL ACTION

PROPOSED TITLE: Approving Reappointments to the Recreation & Conservation Commission

REQUESTED BY: Angela Holmes

DATE: 2/2/2026

SUMMARY:

This is a request to approve the mayoral reappointment of Matthew Brunner and Warren Lain to the Recreation and Conservation Commission for three-year terms, expiring on December 31, 2028. Biographical and interest statements are enclosed.

Biographical & Interest Statements

Matthew Brunner

Biographical statement:

I have planted a few more gardens and learned how to can the fruits of my labor since my last application.

Interest statement:

I continue to have a passion for conservation and recreation.

Warren Lain

Biographical statement:

After graduating with a doctorate and deciding to live in my dream area, I Moved to Maine in September of 2001 to open New England Chiropractic in Westbrook! Being born in Oklahoma and raised in Colorado exposed me to a life of hard work with long hours as well as an appreciation for the environment. I have a loving adventures wife of 22 years and a kind intelligent 16 yr old son. I also love being in, on or around water.

Past member, and President of the Westbrook Gorham Community Chamber of Commerce.

Member of the Westbrook Kiwanis group since 2005.

Member and current Vice President of Westbrook Environmental Improvement Corporation since 2010.

***NOTE**

This appointment position for Recreation and Conservation Commission is now also the liason member to the Westbrook Environmental Improvement Corporation.

Thank you for your consideration for continued appointment to the Westbrook Recreation and Conservation Commission.

Interest statement:

I have been an active member of the Westbrook Recreation and Conservation Commission since March of 2012 and excitedly reapply for another appointment.

It has been endearing to serve as a member for over 15 years to this growingly involved commission. It's been an honor to be a part of a group that has been a part of so many municipal projects.

My first bachelor's collegiate background at Western Colorado University was steep in environmental biology, geology, anthropology, archaeology as well as professional sciences. These classes, and the education leading to a professional doctorate degree, coupled with being a ski bum and raft guide for a couple of years in Colorado has led me to be a balanced resource to the commission. I love, as well as live and work in Westbrook and am dedicated to preserving it's future finite resources.



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

Date: February 2, 2026

Order: 2026-08

Authorizing Acceptance & Expenditure of 2026 Maine eCitation Printer Equipment Grant

That the Westbrook City Council hereby authorizes the acceptance and expenditure of a 2026 Maine eCitation Printer Equipment Grant in the amount of \$2,400 for the purchase of four (4) cruiser printers as outlined in the attached exhibit.

Grant funds to be credited to revenue line 22002110-43100-02210 (Police Grants - Federal Grants)

Expenditure to be deducted from expense line 22002110-59000-02210 (Police Grants - Other Items)

First and Final Reading: February 2, 2026

Attest:

City Clerk

Mayor



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

REQUEST FOR COUNCIL ACTION

PROPOSED TITLE: Authorizing Acceptance & Expenditure of 2026 Maine eCitation Printer Equipment Grant

REQUESTED BY: Steve Goldberg

DATE: 2/2/2026

SUMMARY:

The Westbrook Police Department has applied for and been awarded a 2026 Maine eCitation Printer Equipment Grant from the Maine Bureau of Highway Safety in the amount of \$2,400.

These funds will be used to purchase four (4) cruiser printers for our patrol fleet. The purchase of these printers will allow us to finalize the outfitting of our patrol fleet with cruiser printers. The addition of the cruiser printers will allow officers to print off tickets and other documents while on the road, saving them valuable time. The total cost of this project will be \$2,551.96, and the overage that is not covered by the grant will be covered utilizing Federal Forfeiture Funds.

Ship To Name Westbrook Police Dept
 Ship To 419 Warren Ave
 Westbrook, ME 04092
 Contact Name Steve Goldberg
 Phone (207) 854-0644
 Email sgoldberg@westbrook.me.us

Quote Number 00014406
 Quote Name Westbrook, ME Police - PJ8 - 12.8.25
 Created Date 12/15/2025
 Expiration Date 12/22/2025
 Prepared By Kristine Drolet
 Email kristine@newcomglobal.com

Terms

Payment Terms Net 30

Actual shipping costs will be added to the invoice

Contract Options Available: <https://newcomglobal.com/contracts/>

Item Pricing

Quantity	Product Code	Product	Product Description	Sales Price	Line Total
4.00	PJ883	PJ8 Printer	BROTHER MOBILE, POCKETJET 8 W/ BLUETOOTH/WI-FI, 300DPI, 8.5" WIDTH, THERMAL, USB-C CONNECTIVITY/CHARGING, 2 YEAR PREMIER WARRANTY (CHARGING CABLE & BATTERY NOT INCLUDED)	\$610.00	\$2,440.00
4.00	LB3692	Brother Car Adapter	Car Adapter - Wired - 14 Foot Length for PocketJet 6	\$27.99	\$111.96

Subtotal \$2,551.96
 Total Price \$2,551.96
 Grand Total \$2,551.96

In the event of a product cost increase, any request for a price adjustment will be reviewed on an individual basis. To ensure timely review, all price increase requests will be considered only after a minimum of 15 days following the submission of the initial quote. Please note that any price quoted beyond 15 days is subject to change due to factors such as market fluctuations, supply chain disruptions, adjustments in foreign exchange rates, changes in tax regulations, and other unforeseen circumstances.

If you would like to proceed with the order, please sign below and email/fax back to our office along with a purchase order. To accept this quotation, sign here and return: _____.

SUBGRANT CONTRACT

DO NOT ENCUMBER

PLEASE RETURN TO:
BUREAU OF HIGHWAY SAFETY
LAUREN STEWART, DIRECTOR
45 COMMERCE DRIVE, SUITE 1
STATE HOUSE STATION 164
AUGUSTA, MAINE 04333-0164

SUBGRANT #: TR26-011

APPROVAL DATE: 01/08/2026

PROJECT PERIOD: 01/08/2026 TO 03/30/2026

013 16A 310A 012 6401 TR011


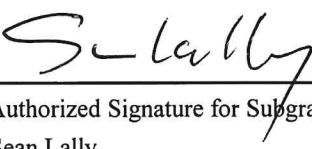
The Bureau of Highway Safety, hereinafter called the subgrantor, herewith agrees to provide funds in accordance with the provisions of the Highway Safety Act of 1966, as amended, and appropriate state statutes and regulations to:

Subgrantee Legal Name: Westbrook Police Department

hereinafter called the subgrantee, for the purposes and in the amounts contained in the subgrant application submitted by the subgrantee and approved by the subgrantor.

The subgrantee agrees to the terms and conditions stated in the approved subgrant application on file at the office of the subgrantor which are made a part of this contract by reference. The subgrantee agrees to comply with the reimbursement procedures required by the subgrantor and with all special conditions imposed by the subgrantor in approving the award.

The subgrantee agrees to provide the required matching contributions as specified in the approved subgrant application for your 2026 Maine eCitation Printer Equipment.

Federal: \$2,400.00 E016000038 I Westbrook City Of 570 Main Street Westbrook, ME, 04092	For the Subgrantor - Bureau of Highway Safety	
	12/01/2026	
	Date:	Authorized Signature Lauren V. Stewart
		Director
	1/14/26	
	Date:	Authorized Signature for Subgrantee Sean Lally
		Chief

THIS CONTRACT HAS BEEN APPROVED AS TO FORM BY THE DEPARTMENT OF THE ATTORNEY GENERAL ON MAY 6, 1996.

This contract is valid only if signed by an authorized representative of the applicant and BHS and has been approved by the Maine Division of Purchases.

This subgrant award is conditional upon subsequent legislative or executive action, federal or state, which may result in a budget rescission, deferral or revision. Approval may also be contingent upon a current year comprehensive plan approval by NHTSA.


TR26-011 Contract 1-12-2026

Final Audit Report

2026-01-12

Created:	2026-01-12
By:	Nicholas brown (Nicholas.brown@maine.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAXziscS97q7gjYCCRd1lzNMVEDXTYf8ta

"TR26-011 Contract 1-12-2026" History

-  Document created by Nicholas brown (Nicholas.brown@maine.gov)
2026-01-12 - 4:33:32 PM GMT
-  Document emailed to Lauren Stewart (lauren.v.stewart@maine.gov) for signature
2026-01-12 - 4:33:36 PM GMT
-  Email viewed by Lauren Stewart (lauren.v.stewart@maine.gov)
2026-01-12 - 4:35:40 PM GMT
-  Document e-signed by Lauren Stewart (lauren.v.stewart@maine.gov)
Signature Date: 2026-01-12 - 4:35:59 PM GMT - Time Source: server
-  Agreement completed.
2026-01-12 - 4:35:59 PM GMT



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

Date: February 2, 2026

Order: 2026-09

Confirming Emergency Expenditure for Replacement Fire Department Gas Meters

That the Westbrook City Council hereby approves the emergency purchase of replacement Gas Meters from Bergeron Protective Clothing of Epsom, NH at a total cost of \$20,607.85, as outlined in the attached exhibit.

Funds available in the following budget lines:

\$20,270 from 21002210-57301-02121 (Fire Reserves - Equipment)

\$338 from 10002210-57390 (Fire - Other Equipment)

First Reading: February 2, 2026

Second and Final Reading: February 23, 2026

Attest:

City Clerk

Mayor



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

REQUEST FOR COUNCIL ACTION

PROPOSED TITLE: Confirming Emergency Expenditure for Replacement Fire Department Gas Meters

REQUESTED BY: Steve Sloan

DATE: 2/2/2026

SUMMARY:

See attached memo from Chief Sloan

January 27^h, 2026

To: Honorable City Council
David Morse, Mayor
Angela Holmes, City Administrator

From: Steve Sloan, Chief of Department

RE: Authorization for purchase of gas metering equipment

The Westbrook Fire Department respectfully requests authorization to purchase three (3) MSA Altair 5X multi-gas meters and associated calibration equipment from Bergeron Protective Clothing of Epsom, New Hampshire, at a total cost not to exceed **\$20,607.85**.

Multi-gas meters are critical life-safety tools that the Fire Department relies on daily to detect and monitor hazardous atmospheric conditions, including combustible gas leaks, carbon monoxide, oxygen-deficient environments, and other toxic gases. These instruments are essential for safely locating gas leaks, protecting occupants during emergency responses, and ensuring firefighter safety at both emergency incidents and routine calls for service.

The department's existing gas meters have reached the end of their service life and are no longer repairable, as replacement sensors are no longer manufactured or available.

Replacing these meters will restore the department's ability to operate safely, meet industry best practices, and maintain readiness for emergency response. The purchase of reliable, modern gas detection equipment is necessary to ensure operational continuity, firefighter safety, and the protection of life and property within the City of Westbrook.

Funds are available in the following accounts:

21002210-57301-02121 (FD Reserves-Equipment Expense\$20,270) and 10002210-57390 (Fire, Other Equipment- \$338.).



1024 Suncook Valley Hwy., Unit 5-D
 Epsom NH, 03234
 TEL: 603.736.8500
 www.BergeronProtectiveClothing.com

INVOICE

No. : 249510

For Order#: 236207

Doc. Date : 01/02/2026
Payment Terms : NET30
Due Date: 02/01/2026
Customer PO:
Salesperson : Dale Doughty
Page : Page 1 of 1

Bill To

Westbrook Fire / Rescue Dept.
 Joe Carroll
 570 Main St
 Westbrook ME 04092

Ship To :

Joe Carroll
 570 Main Street
 Westbrook ME 04092-4785

Account #
 4701

Shipped Via
 Factory

"PROMO ITEMS"

MSA Portable Gas Detection

Quantity	Style	Description	Your Cost
3	10165445	MSA Altair 5X Detector Color, LEL, O2, CO, H2S, PID, (UL, CSA), Charcoal/Gray, Instrument Only (B08)	13,394.55
1	711072	MSA Cal Gas 10ppm HCN - 34 Liter	611.10
1	711066	MSA Gas, 34L 10 PPM CL 2	611.10
1	10081603	MSA Cylinder: Cal Gas, 10% CO2 in N2	471.00
1	711078	MSA Gas, 34L 25 PPM NH 3	611.10
4	10105756	MSA Cylinder Holder for Galaxy GX2 Automated Test System (PG08)	4,862.00
		Additional Cylinder Holders For Existing Galaxy System to Calibrate for CO2 and Stand Alone Single Gas Meters	

Subtotal 20,560.85
Shipping 47.00
Total 20,607.85

*Notice: Products marked as 'Contains PFAS Chemicals' are considered notification; pursuant to NH Law 154:8-c Firefighting PPE. Add 3% fee when paying via credit card. Exchanges may incur additional handling charges. Late fee 2% per mo. \$25 return check fee. MC /Visa /Discover accepted.



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

Date: February 2, 2026

Order: 2026-10

Confirming Emergency Expenditure for HVAC Repairs at the Public Services Facility

That the Westbrook City Council hereby authorizes the Mayor or designee to enter into contracts with ABM Mechanical of Westbrook, ME in the amount of \$43,688 and with Maine Controls of Portland, Maine in the amount of \$11,350 for emergency HVAC repairs at the Public Services Facility, as outlined in the attached exhibits.

Funds available in budget line: 21006300-58900-02163 (Miscellaneous Expenditures - Public Services Building Reserve)

First Reading: February 2, 2026

Second and Final Reading: February 23, 2026

Attest:

City Clerk

Mayor



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

REQUEST FOR COUNCIL ACTION

PROPOSED TITLE: Confirming Emergency Expenditure for HVAC Repairs at the Public Services Facility

REQUESTED BY: Eric Dudley

DATE: 2/2/2026

SUMMARY:

The Department of Engineering and Public Services requests authorization to contract with ABM Mechanical of Westbrook, Maine in the amount of \$43,688.00 and Maine Controls of Portland, ME in the amount of \$11,350.00 for emergency repairs to the Public Services Facility HVAC system. This work was authorized under the emergency purchasing provision of the City's purchasing policy and the work has been performed.

In late December, a large hole occurred in boiler 2 in the Public Services facility, blowing the cover off the boiler and shutting the system down. We evaluated the issue with our maintenance vendor, Patriot Mechanical and considered a heat exchanger replacement on the single unit.

This cost was bid at just over \$16,000 with the concern that boiler 1 could suffer a similar issue in the near future. Ultimately, the decision was made to replace both boilers due to a poor maintenance history on the Bosch boilers (discontinued from manufacturer shortly after our installation). In order to facilitate the change over, we also upgraded the HVAC control system to a Tridium Jace controller as the original control system is no longer supported for use. The upgraded controls were planned to be replaced in the FY 2027 CIP but that moved up in priority to save money by not having to reprogram the system twice. Funds from the Public Services Building Reserve Account will be used to cover the costs of this work.

Funds are available in budget line 21006300 58900 02163 (Miscellaneous Expenditures - Public Services Building Reserve)



Commercial/Industrial - Design/Build Mechanical Contracting Specialists

Date: December 22, 2025

To: City of Westbrook Public Works
371 Saco St. Westbrook, ME. 04092

Attn: Paul Burrows
207-329-8735
Pburrows@westbrook.me.us

Job Ref: 2 Bosch boiler swap-outs in mechanical room

Quote No: B25-159

PROPOSAL

We are pleased to provide the following quotation for the above referenced project. If in agreement please sign where indicated below and return to ABM Mechanical, Inc. Please call if you have any questions.

Description of Work to be Performed:

- Disconnect and remove Bosch boilers (S#'s 0012 & 0002)
- Rough in new Lochinvar boilers
- Re-construct venting
- Re-construct piping
- Re-construct drains
- Wire in boilers
- Test and verify boiler operations
- Clean up job related debris

Exclusions:

- Cutting, patching and painting
- Temporary heat & plumbing
- Building automation controls

Customer will need their controls company present to redo boiler controls

Price: \$43,688.00

Austin Almeder
ABM Mechanical, Inc.

December 22, 2025
Date

Accepted by:

Date

This proposal may be withdrawn if not accepted within 30 days



**MECHANICAL
SERVICES, INC.**
MAINE CONTROLS
mechanicalservices.com

400 PRESUMPSCOT STREET
PORTLAND, ME 04103

TEL. (207) 774-1531
FAX (207) 553-7006

72 FREEDOM PARKWAY
HERMON, ME 04401

TEL. (207) 947-6250
FAX (207) 848-5592

525 CENTRAL DRIVE
PRESQUE ISLE, ME 04769

TEL. (207) 554-1212
FAX (207) 762-6088

40 GABRIEL DRIVE
AUGUSTA, ME 04330

TEL. (207) 626-0822
FAX (207) 621-1008

235 CAMDEN STREET, STE 32
PMB 184
ROCKLAND, ME 04841

TEL. (207) 701-5171

Date: 11/24/2025
Attn: Paul Burrows, Building Superintendent
Re: Westbrook Public Services
Building Automation System Upgrade

LR25-0134

After analyzing your requirements, designing a solution, and selecting applicable equipment, Maine Controls is pleased to quote a price of **\$11,350.00 (Eleven Thousand Three Hundred Fifty and 00/100 Dollars)** to upgrade the existing Building Automation System.

Scope of Work

The current generation of JACE Network Controller (JACE 600) and Niagara AX software at the facility is no longer supported or manufactured by the factory. Maine Controls proposes to replace the JACE 600 with 1 Tridium JACE 9000 running Niagara 4.

Along with the JACE there are field level controllers which are currently the I.A. generation of ms/tp field controllers. Although these devices are no longer be supported or manufactured by the factory, Maine Controls suggest leaving them in place at this time. They can be integrated into the proposed JACE 9000. We have solutions in place to replace the field controllers if / when they should fail.

Clarifications

1. Network Controller and User Interface

- a. Provide and install one (1) Tridium JACE 9000 controller operating on the Niagara 4 Framework.
- b. The JACE will be provided with an open license. This allows any vendor's version of Niagara Workbench to be used as a programming tool.
- c. The JACE 9000 provides integrated control, supervision, data logging, alarming, scheduling, and network management, via a HTML5 based graphical view of the BAS.
- d. The JACE 9000 will provide management of field controllers, and integration of various field buses and communication protocols.
- e. The graphical interface is compatible with any web browser and most mobile devices.
- f. The JACE will reside on the customer's local IP network
- g. Customer is responsible for providing a network connection and IP address
- h. This would allow for remote access, text and/or e-mail notification of any alarms.

2. Existing Legacy Controllers

- a. Existing legacy field controllers and associated field devices will remain in place and be integrated into the proposed JACE 9000.

3. Sequence of Operation

- a. The new system shall be programmed based on the original sequence of operation.
- b. Any requests for changes from the owner should be brought up before programming is started, and will be instituted pending any system limitations.

4. Owner Training

- a. Maine Controls shall provide user training as necessary to best utilize these new building controls.
- b. Independent login credentials shall be created for each user
- c. Initial building scheduling shall be set up.
- d. Provide an Owner's document containing as-built system diagrams and current sequence of operation.

Exclusions

- Repair or replacement of any components unless otherwise noted above.
- Installation, operation, and testing of the duct smoke sensors or any life safety devices.
- The handling or disposal of, or any costs associated with the handling or disposal of, hazardous materials, special waste, or mold, or any byproduct thereof.
- Unless specifically provided for herein, Mechanical Services, Inc. is not responsible for the structural integrity of any portion or aspect of the building where this work will be performed, including the ability of the structure to support the load of the equipment being installed.
- All extra service to correct problems found during work described above.

Warranty

For a period of one year from the date of start-up, all parts and labor for new equipment provided by Mechanical Services, Inc.

This proposal is valid for 30 days.

Customer signature below attests to financial responsibility for payment of invoices in accordance with our terms of net 30 days. A finance charge of 1½% per month (annual percentage rate of 18%) will be charged on all amounts due and unpaid 30 days from invoice date. **Mechanical Services, Inc.** shall be entitled to recover from the customer all costs incurred, including reasonable attorney fees, for the collection of any amounts due. All non-public, confidential or proprietary information of Mechanical Services, Inc., including, but not limited to, the scope and terms of this proposal, engineering processes, equipment selection, system sizing, operational sequences, trade secrets, technology, information pertaining to business operations and strategies, or information pertaining to pricing (collectively, "Confidential Information"), disclosed by Mechanical Services, Inc., whether disclosed orally or disclosed or accessed in written, electronic or other form or media, and whether or not marked, designated or otherwise identified as "confidential," in connection with this proposal or the provision of services hereunder is confidential, and shall not be disclosed or copied without the prior written consent of Mechanical Services, Inc.

Work shall be invoiced monthly according to the completed percentage of the project. A final invoice shall be sent upon project completion. Any additional work will be performed upon written authorization and will be invoiced separately from work described above.

Prepared By:

Signature _____ Roger Parks TITLE: Account Manager _____ DATE: _____ :
rparks@MaineControls.com

ACCEPTANCE

Mechanical Services, Inc. is hereby authorized to perform the work as described in this proposal.

Accepted By: (typed or printed name) _____ TITLE: _____

DATE: _____

Signature

If you require that we reference a **Purchase Order** for this work, please provide: _____



Heating • Air Conditioning • Refrigeration • Ventilation • Boiler & Duct Cleaning
Temperature Controls & Energy Management Systems • Systems Design & Installation
Access Control & Video Monitoring • Preventive Maintenance • 24/7 Emergency Service



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

Date: February 2, 2026

Order: 2026-11

Confirming Emergency Expenditure for HVAC Repairs at the Walker Memorial Library

That the Westbrook City Council hereby authorizes the Mayor or designee to enter into a contract with Patriot Mechanical of Gorham, Maine in the amount of \$43,636 for emergency HVAC repairs at the Walker Memorial Library, as outlined in the attached exhibit.

Funds available in budget line: 21006500 58900 02165 (Miscellaneous Expenditures - Library Building Reserve)

First Reading: February 2, 2026

Second and Final Reading:

Attest:

City Clerk

Mayor



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

REQUEST FOR COUNCIL ACTION

PROPOSED TITLE: Confirming Emergency Expenditure for HVAC Repairs at the Walker Memorial Library

REQUESTED BY: Eric Dudley

DATE: 2/2/2026

SUMMARY:

The Department of Engineering and Public Services requests authorization to contract with Patriot Mechanical of Gorham, ME for the amount of \$43,636.00 for emergency repairs to the HVAC system in the historic section of the Walker Memorial Library. In December, the heat pump condenser compressor failed and caused damage to the control board. The condenser has been rendered inoperable and needs to be replaced. Department staff solicited quotes from area vendors with Patriot Mechanical offering the lowest cost for the work. The equipment has been ordered and the work will be scheduled after delivery. Because the condenser is a vital component to the building's heating system, library staff has been experiencing indoor temperatures in the 50's and low 60's while we wait for repair. Funds will be used from the Library Capital Reserve Account to pay for repairs.

Funds available in budget line 21006500 58900 02165 (Miscellaneous Expenditures - Library Building Reserve)



639 Main Street
Gorham, ME 04038
T: 207.839.9500
F: 207.887.7201
<https://www.patriotmechanicalmaine.com>

December 16, 2025

Paul Borrows
City of Westbrook
Westbrook, Maine, 04092

Reference: Proposal Number: Q016801
Subject: Replacement of the Failed Daiken Condenser
Job Location: Walker Memorial Library 371 Saco Street, Westbrook, Maine

Dear Paul:

Thank you for giving Patriot Mechanical the opportunity to provide a quotation for the above-referenced project.

The scope of our work will include Labor and Materials for the following:

- Evacuate the Refrigerant from the System
- Provide Rigging of the old and new condenser
- Dispose of the existing condenser
- Connect the new condenser to the existing piping system
- Pressure test, evacuate and charge the system
- Perform a Factory Trained Start-up

Clarifications and/or Exclusions:

- **Existing refrigerant to be re-used. If the refrigerant is found to be contaminated it will need to be replaced and is not included in this proposal.**
- **Additional charge will be billed as an extra**
- **Controls by others. Controls Contractor will need to be on site for start-up as well.**

Patriot Mechanical's price on this project is \$43,636.00, excluding sales tax, subject to the receipt of a valid exemption certificate. If a valid exemption is not received, then the aforementioned price will be subject to sales tax. Our price is valid for ten (10) business days from the date of this quote. Due to varying lead times from our suppliers, tariffs, and the volatility of the commodities market, such as copper, steel, sheet metal, wiring, etc., some material items may be subject to re-pricing on the day of acceptance.

Payment Schedule

This project will be invoiced on an "in progress" basis and payable within thirty (30) days of the invoice date. Please see terms and conditions.

Sincerely,

Thomas Craves
Project Sales
tcraves@nemsj.com
207-298-0945
TC:lm

Approved: _____
Print Name: _____
Title: _____
Date: _____
Purchase Order #: _____

TERMS AND CONDITIONS

1. Contractor will perform the services ("Services") set forth in the attached proposal ("Proposal").
2. Contractor will perform the Services during normal working hours, Monday through Friday, from 8 AM to 5PM, unless specified otherwise in writing by Contractor. If Customer requests that Contractor provide Services on an expedited basis and/or outside normal working hours, Customer shall pay all additional charges for freight, labor, or materials according to Contractor's established rates and fees.
3. If Contractor determines that other work beyond the Services is required, such work shall not constitute a part of the Services, and Contractor will provide Customer with a quotation for such work.
4. Customer agrees to (i) provide safe and reasonable access, and any other assistance as is reasonably necessary, so that Contractor can perform the Services and (ii) remove and replace/refinish any part of the work site that must be disturbed so Contractor can perform the Services.
5. Contractor shall not perform any service that concerns hazardous materials, and shall have no responsibility for remediation, accumulation, storage, transportation, or disposal of any hazardous materials generated by Customer or present at the work site.
6. Contractor shall not be required to perform any Services where hazardous materials are present or where Contractor suspects the presence of hazardous materials, and Contractor immediately may stop providing Services in either instance and notify Customer of the circumstance giving rise to the stoppage.
7. Customer agrees to pay Contractor the lump sum or time and materials rates set forth in the Proposal, and all excise, sales, use, occupation or other similar taxes connected with Contractor's performance of the Services.
8. Customer's payment is due net 30 days from date of invoice, and late payment to Contractor shall be subject to interest at the rate of one and one-half percent (1½ %) per month, not to exceed the maximum amount allowed by applicable law. Contractor may cease providing Services, including warranty services, if Customer fails to make any payment that is due and owing.
9. Materials provided will be free from defects for one (1) year from the date of the Services or to the extent of the manufacturer's warranty, whichever the lesser. Workmanship provided will be good and of a workman-like standard for sixty (60) days from the date of the Services. During the applicable warranty period, Contractor promptly shall repair or replace, at its sole option and at its own expense, any defective materials or workmanship during normal working hours (for defective materials, Contractor only will provide (i) warranty coverage to the extent that Contractor is able to enforce liability against the manufacturer and (ii) necessary labor at its own expense for sixty (60) days from the date of the Service and during normal working hours). Customer's sole and exclusive warranty is the repair or replacement set forth herein. If Customer requests that Contractor provide warranty services on an expedited basis and/or outside normal working hours, Customer shall pay all additional charges for freight, labor, or materials according to Contractor's established rates and fees.
10. Contractor's warranty applies only to materials and workmanship furnished by Contractor. Contractor's warranty shall be null and void if (i) Customer fails properly to operate and maintain equipment and/or the system for which Services were provided, (ii) acts of vandalism or other alterations or modifications occur that affect the equipment and/or the system for which Services were provided, or (ii) Customer subsequently has another contractor provide goods or services that affect to the Services.
11. Contractor shall not be liable for any delay, or loss or damage arising therefrom, and shall be entitled to additional time for the Services, if the delay is caused by an occurrence beyond the reasonable control of Contractor.
12. Contractor is not responsible for equipment and/or system design deficiencies, obsolete equipment or systems, equipment or systems beyond serviceable life, or electrical failures, and Customer shall remain obligated to pay for Services if the Proposal properly was performed but the Services do not remedy the condition giving rise to the Proposal because of the foregoing.
13. Contractor shall not be liable for operation of any equipment or system, nor for injury to person or damage to property, except to the extent such injury or damage is caused by the negligent acts or omissions of Contractor, and only to the proportionate extent of Contractor's negligence.
14. Under no circumstances, whether arising out of contract, tort (including negligence), strict liability, warranty or otherwise, shall either party be liable to the other for special, indirect, incidental, consequential, exemplary or punitive damages of any nature.
15. In no event shall Contractor's aggregate liability to Customer exceed an amount that is the lesser of (i) the amount of the Proposal or (ii) the cost to Contractor to repair or replace the item giving rise to the claim.
16. This Proposal shall be governed by the laws of the State where the Services are performed, without giving effect to its conflict of laws provisions. Any action concerning the subject matter of this Proposal shall be commenced in the State court of such State, which shall have exclusive jurisdiction over such action. Any such action shall be submitted TO THE COURT ONLY for resolution, WITHOUT TRIAL TO A JURY. THE PARTIES HEREBY WAIVE ANY RIGHT TO A JURY TRIAL REGARDING ANY SUCH ACTION.
17. Contractor shall be entitled to all fees and costs, including reasonable attorney's fees, incurred by it in any action to collect amounts due to it from Customer.
18. By signing the Proposal, Customer authorizes Contractor to perform the Services and agrees to these Terms And Conditions and those set forth in the Proposal. Customer further agrees that the Proposal and these Terms And Conditions constitute the parties' entire agreement, and any other documents generated or provided by Customer are intended only to create payment authority for Customer's internal purposes. No such Customer documents shall form a part of this agreement, or constitute a counteroffer, amendment, modification, or revision, and hereby are rejected by Contractor.



CITY OF WESTBROOK, MAINE
IN CITY COUNCIL

Date: February 2, 2026

Order: 2026-12

Authorizing Policy Development Services Agreement for the Landslide Vulnerability Project

That the Westbrook City Council hereby authorizes the Mayor or designee to enter into an agreement with Camoin Associates, Inc. of Richmond, VA in an amount not to exceed \$90,000 for policy development services related to the Landslide Vulnerability Project, as outlined in the attached exhibits.

Funds available in budget line 22001000-58900-G2403 (Landslide Vulnerability Assessment)

First Reading: February 2, 2026

Second and Final Reading: February 23, 2026

Attest:

City Clerk

Mayor



CITY OF WESTBROOK, MAINE

IN CITY COUNCIL

REQUEST FOR COUNCIL ACTION

PROPOSED TITLE: Authorizing Policy Development Services Agreement for the Landslide Vulnerability Project

REQUESTED BY: ROBYN SAUNDERS

DATE: 2/2/2026

SUMMARY:

This authorizes the City to enter into an agreement with Camoin Associates to develop proposed public policy (e.g., model ordinance, overlay district, etc.) and decision-support tools through stakeholder engagement and collaboration with the LVA project team, which includes: (1) the University of Maine College of Engineering, as the intellectual engine for the project; (2) Maine Geological Survey, for mapping and expertise related to landslides in Maine; (3) a technical advisory panel of subject matter experts, including geotechnical engineers and geologists; and (4) competitively bid contractors and emergency management agencies that work seamlessly to complete the scope of this hazard mitigation project. Camoin Associates, in partnership with Resilient Roots LLC of Portland, Maine will utilize their collective expertise and an graduate-level intern from the Muskie School of Public Service to complete the full scope of work included in the attached proposal.

The LVA project, developed in response to the 2020 landslide within the Presumpscot River in Westbrook, is funded primarily by Congressionally Directed Spending through the Maine Emergency Management Agency with State-level match provided by MaineDOT's Infrastructure Adaptation Fund. The goals of the project are to understand + mitigate hazards associated with landslide susceptibility within the study area (i.e., municipalities within the Presumpscot River corridor, including Portland, Falmouth, Windham, Gorham, and Standish). A summary of this complex technical project provided as an update to funders in Summer 2025 is attached for your reference.

Public policy development, a 12- to 18-month task, is the final and most critical phase of this first-of-its-kind project to protect infrastructure, real property, and human life. As part of this task, stakeholder engagement will include convening municipal staff + elected officials within the City (and within the study area) to discuss options and tools for hazard mitigation, proposed public policies, and analyses by Camoin associated with economic impacts and long-term vitality.



PROPOSAL FOR

Presumpscot River Corridor: Landslide Vulnerability Assessment

City of Westbrook, Maine

SUBMITTED TO:

Robyn Saunders, Project Manager
Economic Development
RSaunders@westbrook.me.us

January 6, 2026

PRESENTED BY:



3126 W Cary St, #409
Richmond, VA 23221
518-899-2608

www.camoinassociates.com

January 5, 2026



Dear Robyn,

Since Camoin Associates began in 1999, our intent has not wavered — to support efforts like the City of Westbrook to create economic opportunity that allows individuals, families, and communities to prosper. During that time, we have completed over 2,000 projects in 46 states and the US Virgin Islands. Through this proposal, we hope to convey a few very important messages about our philosophy, experience, and approach.

- First, **every client, problem, and solution is unique**. We know this work but also understand that your needs and objectives must be understood from the outset so that we can provide a comprehensive, tailored, and successful solution.
- Second, we believe that **meaningful employment opportunities** are critical to creating a sustainable economy, a healthy, vibrant community, and sound fiscal conditions that **offer opportunity and prosperity for all**.
- Third, we absolutely love what we do and **care deeply about this work** and the people it impacts.

As a full-service economic development firm, we cover the gamut of representative work, including real estate market analyses, resiliency plans, industry and workforce analyses, and economic and fiscal impact studies.

Our senior staff has decades of experience, including leadership at some of the top-performing economic development organizations in the country. We will bring this depth of experience to the City of Westbrook with Resilient Roots LLC. Camoin Associates and Resilient Roots LLC are collaborating to support Maine communities in building resilience across the state. We will also be including an intern from the University of Southern Maine to help with capacity building and training for this effort. With expertise in planning, economic development, resilience building, asset and vulnerability assessment, and stakeholder engagement, our services can assist municipalities and their partners with a range of tasks that may be more than the project partners can manage alone. With skills such as facilitation, strategic planning, research design and implementation, and policy analysis, our staff can help your community deliver effectively on its planned resilience-building outcomes. We are also performance metrics experts, able to draw on both the practices of assessment and evaluation and help your resilience-building team identify and track performance metrics that support resilience-building. Finally, Resilient Roots LLC also provides training services, enabling team members or onsite staff to upskill if the team seeks to build permanent skill-based assets internally.

Tori Conroy, Senior Project Manager at Camoin Associates, and I will be directing this project. Tori is your main project contact and can be reached at Tori@camoinassociates.com or 804-625-2650.

Thank you for considering our proposal. We hope to have the opportunity to share our expertise with you. Please note that we remain open to discussing the modification of our proposed scope and fee to best meet your needs and budget.

I can be reached at Jim@camoinassociates.com or 207-831-1061 if you have any questions.



Yours respectfully,

Jim Damicis

Senior Vice President



CONTENTS

PROJECT UNDERSTANDING..... 1

PROJECT SCOPE 1

BUDGET AND SCHEDULE4

WHO WE ARE5

WHAT WE DO.....3

PROJECT UNDERSTANDING

The City of Westbrook is undertaking a complex and forward-looking effort to reduce landslide risk along the Presumpscot River Corridor while protecting public safety, critical infrastructure, and the City's long-term economic vitality. The Public Policy Development component of this project plays a critical role in ensuring that the technical findings of the Landslide Vulnerability Assessment translate into practical, defensible, and implementable policy decisions.

Camoin Associates, in partnership with Resilient Roots LLC, will support the City by providing economic analysis, policy evaluation, stakeholder engagement, and decision-support tools that help Westbrook navigate difficult tradeoffs related to land use, development, and risks. This will not be a purely academic exercise. Instead, the work will focus on helping the City and its partners understand how policy choices affect economic outcomes, how landslide risk intersects with development patterns and the tax base, and how to prioritize actions in a way that aligns with local and regional objectives as well as MEMA/FEMA requirements.

Recognizing that the number of redevelopment sites, level of engineering detail, and final policy direction will evolve as the broader study progresses, this Scope of Work is intentionally designed to be high-level, flexible, and adaptive, while still providing the City with clear structure, accountability, and decision-ready outputs.

PROJECT SCOPE

We expect to refine elements of this scope with the City of Westbrook's Project Team during our first kick-off call. Tasks can be removed or added to create the most effective process for achieving your intended results.

TASK 1. CLIENT ENGAGEMENT AND PROJECT MANAGEMENT

LEAD: Camoin Associates

OUR APPROACH: The Camoin Associates approach to project management prioritizes effective communication, regular check-ins, and ongoing collaboration with our clients. This is done through regularly scheduled project management calls between the Camoin Associates project manager, Brenda Zollitsch of Resilient Roots, and the client's representatives. We will officially begin the project with a start-up meeting between the Camoin Associates team and representatives of the client project team.

For a project of this scale, we would recommend biweekly calls to ensure the project stays on track and to provide opportunities for feedback and input throughout. We utilize a variety of tools that encourage digital collaboration, including MS Teams or Zoom for meetings, shared folders for document sharing and review, and virtual collaboration tools like Slido, Padlet, Mural, and others. We are always open to working in a way that best suits the client's needs and comfort level with various technologies and online tools.

The kickoff of the project will be conducted as a video conference. The purpose of the meeting will be to examine the proposed methodology in detail to ensure the approach will meet the needs of the project team and its

stakeholders, and to conduct an initial discussion during which we will identify information needs, project timeline, site visit schedule, etc. More specifically, during the start-up session, we will discuss the following topics:

- **Project collaboration:** Assist with establishing a working relationship with internal and external economic development partners.
- **Schedule and site visits:** Begin discussions around scheduling site visits, meetings, interviews, focus groups, etc.
- **Existing documents:** Identify and prepare for the circulation of relevant existing documents and information.
- **Stakeholders:** Brainstorm those individuals within the area and at private entities who need to be interviewed and engaged for project success and begin the process of collecting and distributing their contact information.

DELIVERABLE | A project management and data/research plan to ensure effective progress and outcomes of the process.

TASK 2. ECONOMIC & FISCAL CONTEXT FOR POLICY DECISIONS

LEAD: Camoin Associates

OUR APPROACH: Camoin will assess the economic and fiscal considerations associated with sites and areas identified through the Landslide Vulnerability Assessment as potential locations for redevelopment. This analysis will focus on understanding how landslide risk intersects with development potential, employment, and the City's tax base. The intent is not to produce a standalone economic impact study, but rather to provide decision-support information that helps the City weigh tradeoffs and prioritize actions.

Given that the number and characteristics of redevelopment sites may change as the study progresses, this task will remain adaptable and scalable.

We will:

- Assess the economic development implications of potential redevelopment sites, considering:
 - Existing development and potential loss or constraint of development
 - Future development potential under different policy or redevelopment scenarios
- Evaluate impacts on the City's property tax base associated with:
 - Risk exposure
 - Policy constraints or land use changes
- Consider employment and business impacts, including effects on:
 - Major employers and employment centers
 - Commercial and industrial activity
- Assess implications for land availability needed to meet the City's long-term economic development objectives
- Frame economic findings in a way that supports benefit-cost analysis and MEMA/FEMA advanced assistance discussions
- Integrate economic considerations into the broader project decision matrix

DELIVERABLE | High-level economic and fiscal analyses will be developed for identified redevelopment sites or site typologies and integrated into decision-making and prioritization tools to support informed policy and investment decisions.

TASK 3. POLICY ANALYSIS AND EVALUATION FRAMEWORK

LEAD: Resilient Roots LLC

OUR APPROACH: Resilient Roots LLC will lead the evaluation of policy and ordinance options related to landslide risk, with coordination from Camoin Associates to ensure alignment with economic findings. Resilient Roots will lead a structured policy analysis process that examines municipal ordinance and regulatory options through a practical, evidence-based lens. The focus will be on helping the City understand tradeoffs, implementation considerations, and policy effectiveness—without predetermining outcomes or advancing a single recommendation.

We will:

- Conduct policy research and comparative analysis of ordinance and regulatory approaches relevant to landslide risks
- Identify tradeoffs associated with different policy options, including implications for development, property owners, and municipal capacity
- Develop a decision matrix based on agreed-upon criteria to evaluate policy options
- Support internal review of policy options and decision matrix with City staff and project partners
- Prepare and present policy analysis findings for City staff, elected officials, and other identified audiences

DELIVERABLE | A decision matrix and supporting presentation materials will be prepared to clearly summarize policy options, findings, and considerations to support informed City decision-making.

TASK 4. STAKEHOLDER ENGAGEMENT & POLICY COMMUNICATIONS

LEAD: Resilient Roots LLC | **SUPPORT:** Camoin Associates

OUR APPROACH: Resilient Roots LLC will work to ensure that policy development is informed by stakeholder perspectives, local and regional coordination, and transparent communication, while supporting productive dialogue around complex and potentially sensitive policy issues. Resilient Roots LLC will lead a coordinated engagement, facilitation, and communications process designed to surface on-the-ground perspectives, support inclusive and well-structured discussions, and translate technical and policy findings into clear, accessible information for decision-makers, stakeholders, and the public. Engagement will be coordinated with and at the direction of City leadership to ensure relevance, efficiency, and sensitivity to existing relationships across Westbrook and the Presumpscot River Corridor.

As a trained and experienced facilitator, Dr. Zollitsch will design and lead engagement activities that encourage meaningful participation, clarify areas of agreement and disagreement, and help groups work constructively toward informed decisions. Policy and public communications will be developed in parallel, with Camoin supporting alignment with economic findings as needed.

We will:

- Conduct qualitative interviews with key stakeholders, which may include:
 - Municipal staff
 - Developers and property owners
 - Other affected or interested parties identified in coordination with City leadership
- Compile findings into a stakeholder viewpoints breakdown grid, highlighting key themes, concerns, and areas of alignment
- Coordinate and support stakeholder engagement activities related to policy development
- Engage other municipalities within the Presumpscot River corridor to:
 - Share information
 - Encourage regional consistency
 - Support coordinated approaches
- Coordinate with other landslide project team members to ensure information sharing and alignment
- Facilitate meetings and workshops as needed, including stakeholder sessions and policy discussions
- Apply structured facilitation techniques to ensure inclusive participation and support progress toward decisions
- Develop policy communication materials for municipal leadership and staff
- Support public-facing and target-audience communications related to landslide policy development
- Coordinate messaging with City staff to ensure clarity, consistency, and alignment with project findings

DELIVERABLE | Deliverables will include stakeholder interview summaries, meeting agendas and facilitation summaries, records of key discussion points and takeaways, and policy and public-facing communication materials.

TASK 5. INTERN SUPERVISION & SUPPORT

LEAD: Resilient Roots LLC

OUR APPROACH: Resilient Roots LLC will oversee and manage all intern support to ensure contributions are aligned with project needs and timelines, integrating intern work into stakeholder engagement, research, and communications activities, with completed work products incorporated into overall project deliverables.

BUDGET AND SCHEDULE

To complete the scope of work outlined above, we propose a total project fee of \$90,000 and a nine-month project timeline. This fee includes our professional fee (staff time) and expenses, such as data and travel, and is apportioned as follows: **Camoin Associates:** \$45,000, including \$2,500 for an intern; **Resilient Roots:** \$45,000

WHO WE ARE



A meaningful job has the power to change people's lives forever. It improves self-esteem and strengthens families. I founded Camoin in 1999 to multiply that dynamic and, in the process, change communities for the better.

ROB CAMOIN, PRESIDENT & CEO, CAMOIN ASSOCIATES



OUR PURPOSE

At Camoin Associates, we believe a meaningful job that provides purpose, hope, and a good income is what it is all about. It takes hard work to achieve that goal for entire communities, so everyone can have a chance to prosper. That's where we come in. We work with public officials to target resources to improve the business climate in communities and we help business leaders and not-for-profit executives resolve tough management issues.



OUR PEOPLE

We live where we work and love it. With staff in several regional offices across the nation, from Virginia and New England to Montana and the West Coast, we know what makes life interesting: exceptional people and places. We are professionals without pretense. We enjoy helping our clients make good things happen.



OUR COMMITMENT

We want you to succeed. The work we do for you will be integrated, pragmatic, forward-leaning, intelligent, and actionable.



Jim Damicis | *Senior Vice President*

PROJECT ROLE: Senior Advisor

For more than 30 years, Jim has led analyses and strategies for economic, workforce, and community development across the country. This includes work for state, regional, local, and private clients. For each project, Jim combines a deep understanding of state-of-the-art analytics with the engagement of employers and stakeholders to uncover emerging trends and unique opportunities.

Before merging with Camoin Associates in 2009, Jim built PolicyOne Research into a leading research and analysis firm serving private and public clients throughout the northeast. He also worked for the Maine Science and Technology Foundation (MSTF) for three years as the Director of Research and Policy.

Jim is a national leader in preparing professionals, communities, and regions for an emerging economic future through his work with Communities of the Future and as an instructor for the International Economic Development Council's certification course on strategic planning.

FEATURED PROJECTS

Maine Economic Development Strategy | State of Maine | Jim was the lead consultant to the working group responsible for "value-added" industry strategies as part of the State's 10-year economic development plan. Work included research and analysis and facilitating and advising the working group on a framework and specific strategies and actions. The plan is being used to guide annual State policies and initiatives by the Governor's Office.

Comprehensive Economic Resiliency Strategy | Aroostook and Washington Counties, ME | As project principal, Jim led the team in working with the counties to develop a bold, future-focused economic development resiliency strategy. The strategy takes an asset-based approach designed to move economic, workforce, and community development entities toward resiliency and future readiness.

Economic Resiliency Strategy | Town of Stonington, ME | Jim was the project principal and led the team in a comprehensive project to create an economic resiliency strategy and action plan. Work included data analysis, extensive interviews with businesses and community stakeholders, and public sessions. With this input, Camoin Associates developed a unique economic resiliency framework and related action plan for the coastal community. The work is being implemented by the Town and is already achieving results.

Economic Development Plan | North Yarmouth, ME | Jim worked with the Town's Economic Sustainability Committee to lead a planning process for this rural community. Jim's work resulted in the creation of a strategy that was well-suited to the rural nature of the town. Jim was also able to use his expertise in tax increment financing to guide tactics to implement these strategies.

JOINED CAMOIN: 2009

YEARS OF EXPERIENCE: 30+

EXPERTISE

- Regional economic strategies
- Target industry and industry cluster analysis
- Workforce development strategies
- Innovation economy
- Evaluation and benchmarking

AFFILIATIONS

- Northeastern Economic Development Association (NEDA), past President
- International Economic Development Council's (IEDC) Economic Development Research Partners (course instructor)

EDUCATION

- Master of Public Policy and Administration, Edmund S. Muskie School of Public Service, University of Southern Maine
- B.A. Economics and Political Science, University of Connecticut, Storrs



Tori Conroy | *Senior Project Manager*

PROJECT ROLE: Project Manager

Tori is passionate about finding solutions to complex problems by being creative, collaborative, and engaging with diverse stakeholders. She has a background in public administration, economic development, and marketing. Prior to working for Camoin Associates, Tori managed and worked with three different economic development authorities and enjoys target industry strategic planning, real estate development, and government finance.

She has experience managing publicly owned industrial properties, building community partnerships to support workforce development, and developing and executing business retention and expansion (BRE) programs. Using her data and analytical skills, Tori has also led and implemented business marketing and attraction efforts nationally and abroad.

FEATURED PROJECTS

Domestic Trade Market Analysis | State of Maine | As project manager, Tori is currently managing a multi-year project that includes multiple industry and market analyses that are being used to develop domestic trade strategies for the State of Maine. Leading collaboration efforts with the client, stakeholders, and subcontractors, Tori and the Camoin Associates team are producing strategies for new domestic market opportunities for businesses that were impacted by COVID-19.

Advanced Manufacturing Talent Roadmap | Maine Technology Institute |

Tori served as project manager for an Advanced Manufacturing workforce project led by the Maine Technology Institute and the Maine Department of Labor. In this role, she oversaw the development of strategic solutions to address workforce challenges across the state. She led the execution of a comprehensive statewide survey targeting four distinct audiences and facilitated work sessions with multiple stakeholder groups. The project resulted in the development of an actionable strategic framework and career pathway materials focused on the advanced manufacturing sector.

Food Economy Facilitator and Researcher | FocusMaine |

Tori served as the senior project manager for FocusMaine's strategic planning initiative centered on Maine's food economy. She planned and led stakeholder engagement forums, managed partners and collaboration, and collaborated with the Camoin Associates team to conduct research supporting the final strategic plan and action plan.

Economic Development Strategic Plan Update | North Country Regional Economic Development Council | New York |

Tori served as project manager for the North Country Regional Economic Development Council's strategic plan update, guiding the seven-county region as they re-evaluated their economic goals and leveraged investments that will ultimately support resilient and vibrant communities. Their proposal for a transformative talent attraction and retention initiative subsequently received a \$10 million state grant for implementation.

JOINED CAMOIN: 2022

YEARS OF EXPERIENCE: 5+

EXPERTISE

- Project management
- Real estate market analysis
- Business marketing and attraction
- Business retention and expansion programming
- Economic and Fiscal Impact Analyses

CAREER EXPERIENCE

- Economic Development Specialist, City of Roanoke, VA
- Project Manager, Pulaski County Economic Development Authority, VA

EDUCATION

- Master of Public Administration, Virginia Tech
- Graduate Certificate in Local Government Management, Virginia Tech
- B.A. Political Science, Virginia Commonwealth University

Brenda Miles Zollitsch, PhD | Founder & President, Resilient Roots, LLC

PROJECT ROLE: Senior Resiliency Principal

ACADEMIC HISTORY

Ph.D., Public Policy

Edmund S. Muskie School of Public Service, University of Southern Maine, Portland, Maine

Areas of Specialization: Environmental policy; collaborative public policy planning, implementation, and management processes; water resource policy; stormwater regulation; organization, collaboration and leadership theory. Dissertation: *Documenting Lifecycle Measures of Collaborations Working to Implement Stormwater Policy in the United States*. Switzer Environmental Leadership Fellow.

M.A., International Relations and Resource and Environmental Management

Boston University, Boston, Massachusetts. Summa cum laude

Master's Thesis Title: *Policy Issues and Options in the Gulf of Maine Ground fishery: A Comparative Analysis of U.S. and Canadian Ground fishery Management Systems*. Sigma Xi National Academic Research Society.

PROFESSIONAL EXPERIENCE

Founder and President, Resilient Roots, LLC | Portland, Maine (2024-Present)

Work with organizations, agencies, and businesses to guide the development of more robust organizational systems and initiatives to manage both expected and unexpected change. Services focus on asset and vulnerability assessment; policy analysis, implementation, and evaluation; organizational structure and systems review; strategic planning; organizational culture considerations; and the use of best practices in change management. Guide organizations planning for and through complexity, disruptions, and uncertainty. Specialized skills in water resource policy. Training, capacity building and facilitation services built on 20+ years of leadership experience combined with evidence-based practice tools and techniques to support engaged organizational leadership, boards, staff, and partners. Recent resilience sessions delivered at the national Nonprofit Risk Summit (VA), Emerging Leaders' Summit at George Mason University (VA), Volunteer Leadership Conference (ME), Maine GIS Users Conference (ME). To learn more, visit: resilientrootsmaine.com

Lecturer in Public Policy and Management, Muskie School of Public Service, University of Southern Maine | (Adjunct/Fulltime Positions @ USM 2015-Present)

Teach graduate courses to students seeking to develop leadership skills for public service. Graduate classes include Leading Resiliency in Times of Change; Organizational Leadership; Applied Policy Analysis; Policy Communication, Program Evaluation; Governance, Democracy and Public Policy; Sustainable Communities; Applied Research Methods; Program Evaluation; and Grant Writing, as well as doctoral classes in policy analysis and program evaluation. Facilitated collaborative transition to online learning from in-person program. Served as advisor to more than 50 graduate students. Coordinate Muskie Resiliency Internship program (Maine Climate Corps). Coordinate and advise Muskie School Capstone Program. Conducted grant-funded research on resilience building, stormwater management and microplastics pollution.

Independent Consultant to Environmental Collaborations | Portland, Maine (2003-Present)

Provide research, facilitation, organizational development, strategic planning, program evaluation and grant writing services to clients at national, state, county, and municipal levels. Specialize in working with inter-organizational collaborations and group development. *Examples of relevant environmentally focused clients have included:* University of Maine, Bangor Area Storm Water Group, Maine Commission for Community Service, Maine Department of Environmental Protection, Maine Salt Management Task Force, Maine Congress of Lake Associations, Maine Sea Grant, UNE Marine

Science Center, Cumberland County Soil and Water Conservation District, and the Maine Lakes Conservancy Institute. *Examples of consulting accomplishments:* Successful assistance provided to range of collaborations implementing environmental public policy/regulations. Coordinated more than twenty-eight groundbreaking regionalized environmental management projects. Facilitated development of inter-organizational collaborations and regional planning activities related to increasing the efficiency and effectiveness of environmental management activities and address “confounding” regulatory and policy changes. Assisted numerous boards, departments, committees and collaborations with organizational development efforts. Facilitated development and implementation of the BUA region’s first joint regional stormwater management plan. Coordinated & facilitated statewide roundtables on evolving stormwater regulation and management issues. Designed and conducted program and project evaluations to assist programs in planning and grant reporting. Part of statewide team that won EPA Region 1 Environmental Stewardship Award-winning stormwater outreach media campaign. Write annual plan compliance reports. High rate of success in grant writing efforts; securing grant funding to support regionalization of stormwater management activities in five years, saving taxpayers hundreds of thousands of dollars over the last 15 years.

Senior Policy Analyst, National Association of Wetland Managers - A National 501(c)(3) Nonprofit | Windham, Maine (June 2013-August 2022)

Led research and policy analysis for a national environmental nonprofit organization of nine staff providing policy, research and training support to 50 state and 55 tribal wetland programs across the United States, as well as nonprofit, academic and other government agency partners. Facilitated ten multi-year, capacity-building and change management-focused national workgroups to address regulatory, economic, and political shifts, often in times of great uncertainty, political complexity, and with restricted resources. Analyzed and developed responses to proposed national policies. Led efforts to help states identify implementation strategies to comply with policy, legal and regulatory requirements. Wrote awarded major grants, contracts and cooperative agreements from federal agencies. Developed national trainings (online learning modules, webinar-based training, workshops, conferences). Researched and developed case studies, comparative analyses, and status and trends studies.

WHAT WE DO



OUR BACKGROUND

Camoin Associates was founded by Robert Camoin in 1999 with a commitment to improving the economic well-being of communities. Along the way, we've completed over 2,000 projects in 46 states and the US Virgin Islands and helped advance prosperity for entrepreneurs, small businesses, multinational corporations, rural villages, cities, counties, and metropolitan regions. Our work has been featured in news articles and broadcasts produced by highly respected national media outlets including *Newsday*, *Wall Street Journal*, National Public Radio (NPR), and CNBC. Today we are 23 highly skilled professionals who work diligently to analyze and understand data, build consensus, and creatively manage complex situations.



OUR APPROACH

We find simple and elegant solutions amidst complex realities. We know how to step into your position to profoundly understand your challenges before stepping back to assimilate a broad perspective. Along the way, we become your trusted adviser as we work together to answer perplexing questions and break through the obstacles that stand in your way.



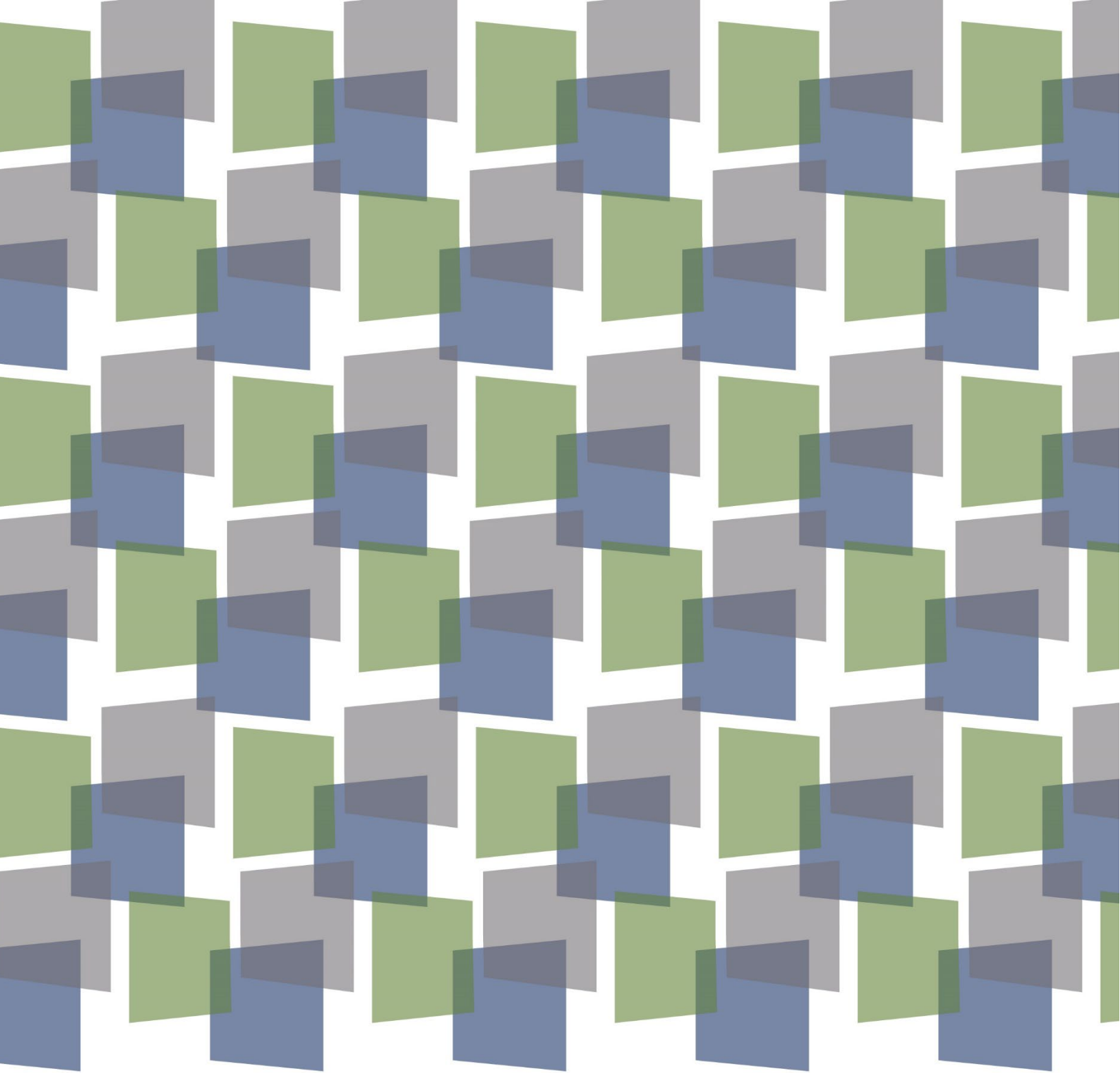
OUR SPECIALTIES

We work with public officials to create and implement strategies and actions that improve the quality of life for communities, and we help business leaders and not-for-profit executives deal with tough issues. Simply stated, we stimulate investment.



- Strategic and organizational planning
- Industry and workforce analytics
- Economic and fiscal impact analysis
- Real estate development services
- Lead generation and business relationships
- Entrepreneurship and innovation

Economic development is a process that requires a comprehensive understanding and unique approach for advancing economic prosperity—that's what we do.



AGREEMENT

This services agreement ("Agreement") is made this 21st day of January, 2026 by and between City of Westbrook, with a mailing address of 2 York Street, Westbrook, ME 04092 (hereinafter "Client"), and Camoin Associates, Inc. (dba Camoin Associates) with a mailing address of 3126 W Cary St., #409, Richmond, VA 23221 (hereinafter "Consultant").

WITNESSETH:

WHEREAS, the Client has solicited the services of an economic development consultant; and

WHEREAS, the Consultant has offered to provide such assistance to the Client as requested,

NOW, THEREFORE, the parties hereby agree as follows:

SCOPE OF SERVICES

1. The Consultant will provide the services listed in Attachment A ("Scope of Services"), incorporated herein by reference (the "Services"). The Client agrees to cooperate and provide assistance to the Consultant as described in Attachment A.

REMUNERATION

2. As compensation for the performance of the Services, Client will pay Consultant in the amount and manner set forth in Attachment B ("Compensation and Payment"), incorporated herein by reference.
3. The Consultant shall submit invoices to the Client on a monthly basis. The invoices will include a reasonable description of the Services or any Additional Services (as defined below) provided during the prior month and the value ascribed to each.
4. Notwithstanding any other provision of this Agreement, the Consultant shall not perform any services other than as set forth in Attachment A, unless such additional services have been requested by the Client in writing (the "Additional Services").
5. Payment is due on all undisputed invoiced amounts no later than 30 days of the date of the invoice. Interest will accrue on all unpaid invoiced amounts at the rate of 12% per annum, commencing on the day after payment becomes due. Should it be necessary for the Consultant to collect on any overdue invoices, the Client will be responsible for reasonable costs of collection, including reasonable attorney fees.

MISCELLANEOUS

6. The Consultant agrees that it is an independent contractor and that none of its officers or employees may hold themselves out as, or claim to be, an officer or employee of the Client or its agents, and that neither the Consultant, nor any of its officers or employees will by reason therefore, make any claim, demand, or application to or for any right or privilege applicable to an officer or employee of the Client.
7. The sole liability of either party to the other hereunder (whether in contract, tort, negligence, strict liability in tort, by statute or otherwise) for any and all claims in any manner related to this Agreement will be the payment of direct damages, not to exceed (in the aggregate) the fees received by Consultant with respect to the services included in the Agreement as

[01/21/2026] Agreement between the City of Westbrook and Camoin Associates

Landslide Vulnerability Assessment

Page 1 of 9

25267287.2

Attachment A. Except for the specific remedies expressly identified as such in this Agreement, Client's exclusive remedy for any claim arising out of this Agreement or any applicable work order will be for the Consultant, upon receipt of written notice, to use commercially reasonable efforts to cure the breach at its expense, or failing that, to return the fees paid to Consultant for the Services related to the breach.

8. In no event will either party be liable for any consequential, incidental, indirect, special or punitive damage, loss or expenses (including, but not limited to, business interruption, lost business, lost profits or lost savings) even if it has been advised of their possible existence. Any action by either party must be brought within two (2) years after the cause of action arose. The parties agree that performance of all indemnification obligations included in this Agreement shall be considered direct damages regardless of the type of underlying claim or damages for which indemnification is being provided.
9. The allocations of liability under paragraphs 7 and 8 are the agreed and bargained-for understanding of the parties, and compensation for the services included in this Agreement as Attachment A reflects these allocations.
10. The Consultant acknowledges and agrees that neither Consultant nor its agents, officers, or employees shall be covered by any Worker's Compensation Insurance policy or Disability Insurance policy maintained by the Client, and that the Consultant shall be solely responsible for maintaining such coverage to the extent required by law.
11. This Agreement may not be amended or otherwise modified except upon the written agreement of the parties.
12. No remedies or rights conferred upon the parties by this Agreement are intended to be exclusive of any remedy or right provided by law or equity, but each shall be cumulative and shall be in addition to every other remedy or right given herein or now or hereafter existing at law or in equity.
13. The invalidity or unenforceability of any particular provision of this Agreement shall not affect the other provisions, and this contract shall be construed in all respects as if any invalid or unenforceable provision were omitted.
14. This Agreement embodies the entire agreement and understanding between the parties pertaining to the subject matter of this Agreement, and supersedes all prior agreements, understandings, negotiations, representations and discussions, whether verbal or written, of the parties, pertaining to that subject matter.
15. This Agreement shall be interpreted, governed and construed under the laws of the State of Maine as if it were executed and performed wholly within the State of Maine, without giving effect to any provision thereof that permits or requires the application of the laws of any other jurisdiction. Any litigation based hereon or arising out of or in connection with this Agreement shall be brought and maintained exclusively in the courts of the State of Maine with a venue in Cumberland County and the Parties hereby irrevocably waive all jurisdictional defenses and irrevocably agree to submit to the jurisdiction of such courts for the purpose of any such litigation and irrevocably agree to be bound by any judgment rendered thereby in connection with such litigation.
16. This Agreement may be signed in one or more counterparts and/or delivered via facsimile or in PDF format via e-mail, each of which shall be deemed original and binding signatures and all of which shall constitute one and the same Agreement.

17. Each of the persons signing below warrants and represents that they are duly authorized to sign this Agreement on behalf of the party for which he or she is signing.
18. During the term of this Agreement and for a period of one year thereafter, Client shall not hire or retain the services of an employee of the Consultant (a "Restricted Employee") except by agreement with the Consultant. In the event Client directly employs or contracts with a Restricted Employee without the consent of the Consultant, the Client shall pay to Consultant as liquidated damages two times the then monthly salary of such Restricted employee for a three-month period of time.

TERM OF AGREEMENT

19. This Agreement is effective as of the date first set forth above and shall remain in effect until Consultant has fully performed the Services and any Additional Services and the Client has fully paid all outstanding invoices for the same unless earlier terminated in accordance with this Agreement.
20. This Agreement may be terminated by either party at any time without cause to be effected by no less than thirty (30) days' prior written notification to the non-terminating party at the address set forth above.
21. In the event of termination by the Client, the Client shall pay the Consultant for all unpaid time and expenses relating to the provision of the Services and any Additional Services invoiced to the Client as prescribed in the REMUNERATION section of this Agreement.
22. At the end of the term of this Agreement, all documents, reports and other materials prepared for the Client by the Consultant in the performance of the Services and any Additional Services (the "Deliverables") shall become the sole and exclusive property of the Client, without further payment or compensation to or approval of the Consultant. In the event this Agreement is terminated by either party prior to the completion of and payment for the Services or any Additional Services, all Deliverables for which full payment has been made prior to the date of termination in accordance with this Agreement shall be the sole and exclusive property of the Client, without further payment or compensation to or approval of the Consultant.
23. The parties hereto shall comply with all applicable Federal, State and local laws and regulations in the performance of their obligations under this Agreement, including but not limited to, 24 CFR Parts 85 and 570 and the clause set forth at 24 CFR 135.38.

AGREED TO:

For City of Westbrook, Maine

For Camoin Associates, Inc.

By: _____

By: _____

Angela Holmes
City Administrator

Rachel Selsky
CEO

Contact and email address for invoicing:

Phone number for invoicing:

ATTACHMENT A

Scope of Services

“We”, “Us” and “Our” shall refer to the Consultant, “You” and “Your” shall refer to the Client.

Task 1. Client engagement and project management

LEAD: Camoin Associates

OUR APPROACH: The Camoin Associates approach to project management prioritizes effective communication, regular check-ins, and ongoing collaboration with our clients. This is done through regularly scheduled project management calls between the Camoin Associates project manager, Brenda Zollitsch of Resilient Roots, and the client’s representatives. We will officially begin the project with a start-up meeting between the Camoin Associates team and representatives of the client project team.

For a project of this scale, we would recommend biweekly calls to ensure the project stays on track and to provide opportunities for feedback and input throughout. We utilize a variety of tools that encourage digital collaboration, including MS Teams or Zoom for meetings, shared folders for document sharing and review, and virtual collaboration tools like Slido, Padlet, Mural, and others. We are always open to working in a way that best suits the client’s needs and comfort level with various technologies and online tools.

The kickoff of the project will be conducted as a video conference. The purpose of the meeting will be to examine the proposed methodology in detail to ensure the approach will meet the needs of the project team and its stakeholders, and to conduct an initial discussion during which we will identify information needs, project timeline, site visit schedule, etc. More specifically, during the start-up session, we will discuss the following topics:

- **Project collaboration:** Assist with establishing a working relationship with internal and external economic development partners.
- **Schedule and site visits:** Begin discussions around scheduling site visits, meetings, interviews, focus groups, etc.
- **Existing documents:** Identify and prepare for the circulation of relevant existing documents and information.
- **Stakeholders:** Brainstorm those individuals within the area and at private entities who need to be interviewed and engaged for project success and begin the process of collecting and distributing their contact information.

DELIVERABLE | A project management and data/research plan to ensure effective progress and outcomes of the process.

TASK 2. ECONOMIC & FISCAL CONTEXT FOR POLICY DECISIONS

LEAD: Camoin Associates

OUR APPROACH: Camoin will assess the economic and fiscal considerations associated with sites and areas identified through the Landslide Vulnerability Assessment as potential locations for

redevelopment. This analysis will focus on understanding how landslide risk intersects with development potential, employment, and the City's tax base. The intent is not to produce a standalone economic impact study, but rather to provide decision-support information that helps the City weigh tradeoffs and prioritize actions.

Given that the number and characteristics of redevelopment sites may change as the study progresses, this task will remain adaptable and scalable.

We will:

- Assess the economic development implications of potential redevelopment sites, considering:
 - Sites without current development, existing development, and redevelopment sites, and potential loss or constraint of development
 - Future development potential under different policy or redevelopment scenarios
- Evaluate impacts on the City's property tax base associated with:
 - Risk exposure
 - Policy constraints or land use changes
- Consider employment and business impacts, including effects on:
 - Major employers and employment centers
 - Commercial and industrial activity
- Assess implications for land availability needed to meet the City's long-term economic development objectives
- Frame economic findings in a way that supports benefit-cost analysis and MEMA/FEMA advanced assistance discussions
- Integrate economic considerations into the broader project decision matrix

DELIVERABLE | High-level economic and fiscal analyses will be developed for identified redevelopment sites or site typologies and integrated into decision-making and prioritization tools to support informed policy and investment decisions.

TASK 3. Policy Analysis and Evaluation Framework

LEAD: Resilient Roots LLC

OUR APPROACH: Resilient Roots LLC will lead the evaluation of policy and ordinance options related to landslide risk, with coordination from Camoin Associates to ensure alignment with economic findings. Resilient Roots will lead a structured policy analysis process that examines municipal ordinance and regulatory options through a practical, evidence-based lens. The focus will be on helping the City understand tradeoffs, implementation considerations, and policy effectiveness—without predetermining outcomes or advancing a single recommendation.

We will:

- Conduct policy research and comparative analysis of ordinance and regulatory approaches relevant to landslide risks

- Identify tradeoffs associated with different policy options, including implications for development, property owners, and municipal capacity
- Develop a decision matrix based on agreed-upon criteria to evaluate policy options
- Support internal review of policy options and decision matrix with City staff and project partners
- Prepare and present policy analysis findings for City staff, elected officials, and other identified audiences

DELIVERABLE | A decision matrix and supporting presentation materials will be prepared to clearly summarize policy options, findings, and considerations to support informed City decision-making.

TASK 4. Stakeholder Engagement & Policy Communications

LEAD: Resilient Roots LLC | **SUPPORT:** Camoin Associates

OUR APPROACH: Resilient Roots LLC will work to ensure that policy development is informed by stakeholder perspectives, local and regional coordination, and transparent communication, while supporting productive dialogue around complex and potentially sensitive policy issues. Resilient Roots LLC will lead a coordinated engagement, facilitation, and communications process designed to surface on-the-ground perspectives, support inclusive and well-structured discussions, and translate technical and policy findings into clear, accessible information for decision-makers, stakeholders, and the public. Engagement will be coordinated with and at the direction of City leadership to ensure relevance, efficiency, and sensitivity to existing relationships across Westbrook and the Presumpscot River Corridor.

As a trained and experienced facilitator, Dr. Zollitsch will design and lead engagement activities that encourage meaningful participation, clarify areas of agreement and disagreement, and help groups work constructively toward informed decisions. Policy and public communications will be developed in parallel, with Camoin supporting alignment with economic findings as needed.

We will:

- Conduct qualitative interviews with key stakeholders, which may include:
 - Municipal staff
 - Developers and property owners
 - Other affected or interested parties identified in coordination with City leadership
- Compile findings into a stakeholder viewpoints breakdown grid, highlighting key themes, concerns, and areas of alignment
- Coordinate and support stakeholder engagement activities related to policy development
- Engage other municipalities within the Presumpscot River corridor to:
 - Share information
 - Encourage regional consistency
 - Support coordinated approaches
- Coordinate with other landslide project team members to ensure information sharing and alignment

- Facilitate meetings and workshops as needed, including stakeholder sessions and policy discussions
- Apply structured facilitation techniques to ensure inclusive participation and support progress toward decisions
- Develop policy communication materials for municipal leadership and staff
- Support public-facing and target-audience communications related to landslide policy development
- Coordinate messaging with City staff to ensure clarity, consistency, and alignment with project findings

DELIVERABLE | Deliverables will include stakeholder interview summaries, meeting agendas and facilitation summaries, records of key discussion points and takeaways, and policy and public-facing communication materials.

TASK 5. Intern Supervision & support

LEAD: Resilient Roots LLC

OUR APPROACH: Resilient Roots LLC will oversee and manage all intern support to ensure contributions are aligned with project needs and timelines, integrating intern work into stakeholder engagement, research, and communications activities, with completed work products incorporated into overall project deliverables.

ATTACHMENT B

Compensation and Payment

As remuneration for the scope of services attached as Attachment A, the Client shall pay the Consultant a maximum fee of NINETY THOUSAND DOLLARS (\$90,000.00), such fee to include all labor, expenses, travel time, and mileage.

The Fee for Services provided under this Agreement will be allocated and charged as follows:

- Upon execution of this Agreement and prior to the commencement of work: \$10,000 of the fixed fee, and then
- Charged monthly on a progress-to-completion basis.

For services not included in the scope of services attached as Attachment A and requested by the Client in writing (the “Additional Services”) the Client shall separately pay the Consultant on a time-and-expenses basis, charged as follows:

a. Hourly labor rates January 1 through December 31, 2026

President / Senior VP	\$350.00 per hour
Principal	\$275.00 per hour
Senior Professional	\$200.00 per hour
Professional	\$155.00 per hour
Rate in travel status	\$95.00 per hour (all personnel)

- b. Travel by private automobile will be charged at the maximum federal reimbursement rate per mile.
- b. All other expenses (e.g. purchase of proprietary data, travel related expenses, etc.) will be charged at cost.

The cost of Additional Services will be charged to the Client on a monthly basis via invoices submitted in accordance with the Agreement.



CITY OF WESTBROOK, MAINE

2 York Street, Westbrook, ME 04092

COMMITTEE REFERRAL FORM

REFERRAL TITLE: Friends of Warren Recreational Area Introductions & Update

REQUESTED BY: Councilor Anna A. Turcotte

DATE CREATED: January 27, 2026

COMMITTEE: Facilities & Streets Committees

Description of referral:

Please schedule a Facilities & Streets meeting for February with this as a stand-alone item. I'd like to have FoWRA members introduce themselves to the city, and Phil Spiller specifically update the city and the City council on the work that's been done and the obstacles that we need to overcome with a clear timeline of what's been done and what's left to do and why.

This meeting should be scheduled ASAP next month.



CITY OF WESTBROOK, MAINE

2 York Street, Westbrook, ME 04092

COMMITTEE REFERRAL FORM

REFERRAL TITLE: Cannabis Dispensary Zoning Regulations

REQUESTED BY: Vice President Shaughnessy

DATE CREATED: January 29, 2026

COMMITTEE: Housing & Economic Development Committee

Description of referral:

Discussion regarding potential expansion of zoning regulations concerning cannabis dispensaries in the City of Westbrook.