



City Council Workshop

March 9, 2015

Agenda

5:30 P.M. Workshop

- A. 2015-2019 Consolidated Plan (Reine Mynahan)
- B. Economic Development Budget and Work Plan (Roland Miller)

After each workshop item is presented, the public will be given an opportunity to comment.



City Council Information Sheet

City of Auburn

Council Workshop or Meeting Date: March 9, 2015

Author: Reine Mynahan, Community Development Director

Subject: 2015-2019 Draft Consolidated Plan

Information: The City of Auburn is an entitlement community and receives an annual allocation from the Department of Housing and Urban Development of Community Development Block Grant and HOME Investment Partnerships Program funds. The current Consolidated Plan expires June 30, 2015. In order to continue receiving these funds, the City of Auburn must submit a 5-year Consolidated Plan by May 15th. The Consolidated Plan was developed by Planning Decisions, Inc through the guidance of the Citizens Advisory Committee (CAC). The intent of the Consolidated Plan is not only to identify needs, but also to connect the allocation of resources to address those needs.

The CAC, appointed by Mayor Labonte, was tasked with the responsibility of studying neighborhood conditions and setting priorities. Committee members are listed on page 11 of the draft plan. The committee has been meeting twice a month since last October. Committee members have identified goals and expected outputs for the next five years. These are summarized in the Strategic Plan starting on page 69.

The Consolidated Plan is based on housing and community development needs. Committee members reviewed a vast amount of data and there was extensive discussion at each meeting on many issues prior to establishing priorities. The committee also benefitted from survey work done by nine Bates College students about quality of life issues in three target areas, Union Street, Downtown and New Auburn. There were additional meetings held in both Union Street and New Auburn neighborhoods to give people a chance to speak to issues that were important to them. Last, over 50 service providers responded to a survey informing the committee about social needs in the community.

Attached is a draft of the Consolidated Plan. You will notice throughout plan that the data is combined for both the Cities of Auburn and Lewiston. HUD has changed the submission process for consortiums to that of a regional approach. The City of Lewiston's Consolidated Plan will be incorporated into that of Auburn's since Auburn is the lead agency in the HOME Consortium. For those who are interested in Auburn data, the separate document, Auburn Appendix A, provides data on Auburn only.

The Draft Consolidated Plan will be available for public comment starting March 23rd. The City Council will hold a public hearing on the plan on April 6th. The plan will be adopted at the City Council meeting of May 4th.

Advantages: The Citizens Advisory Committee has become a very informed group about housing and social issues that affect the City of Auburn. The process for developing the Consolidated Plan has been through an extensive citizen participation effort that helped to identify pressing issues. Their recommendations are to target federal resources in a manner that addresses these issues.

Disadvantages: none

City Budgetary Impacts: Adoption of the Consolidated Plan is required to continue receiving these federal funds. Through these funds there is leveraging of other dollars and stretching of local tax dollars.

Staff Recommended Action: Accept recommendations of the Citizens Advisory Committee as presented.

Previous Meetings and History: January 6, March 17, and April 7, 2014 Citizen Participation Plan

Attachments: Draft 2015-2019 Consolidated Plan
Auburn Appendix A

Executive Summary

ES-05 Executive Summary - 91.200(c), 91.220(b)

1. Introduction

This is the 2015-2019 Consolidated Plan for the City of Auburn and City of Lewiston Community Development Block Grant (CDBG) Programs and HOME Investment Partnerships (HOME) Program. Each City administers its own CDBG program, and Auburn administers the HOME program for both cities (an arrangement referred to as a consortium).

The mission of the CDBG and HOME programs in Auburn is to make the city a better place to live.

The City of Auburn receives roughly \$500,000 dollars per year from the Community Development Block Grant (CDBG) program, and \$170,000 dollars a year from the HOME program. In addition, there are funds that come into these programs each year from the repayment of loans made in prior years, or from funds otherwise reprogrammed. The City of Auburn CDBG program has emphasized providing loans rather than grants in past years. As a result of following this practice over many years, Auburn now benefits from a steady flow of payments, even in years when federal allocations are cut. This year, for example, the total of CDBG and HOME funds available to Auburn is projected to be nearly \$1 million.

The national purpose of the CDBG program is "... the development of viable urban communities, by providing decent housing and a suitable living environment, and expanding economic opportunities principally for persons of low and moderate income." The national purpose of the HOME program is "to create affordable housing for low-income households."

CDBG funds are spent in a "target area" in the community in which there is a high proportion of low and moderate income people. The uses of the funds are limited to housing improvements, infrastructure improvements, job creation, and social services. So long as the national test is met, there is considerable flexibility in the use of the funds, although social service spending has a cap of 15% of available program funds.

While \$1 million may seem a lot of money, it goes quickly when spent on construction projects, such as housing and roads and sidewalks. For this reason, the strategic plan identifies supporting activities that the City Council in Auburn could take in the coming five years to complement and leverage CDBG spending. The leverage need not be money; city code and policy changes can also have a beneficial impact on housing conditions in Auburn.

2. Summary of the objectives and outcomes identified in the Plan

The City of Auburn’s strategic plan has 4 high priority, 3 medium priority, and 2 low-priority goals.

1. The high priority goals are to:
 - A. Support People in their Efforts to Transition Out of Poverty
 - B. Prevent Deterioration of Housing Stock
 - C. Promote Jobs and Development
 - D. Make Neighborhood Streets Safer and More Walkable

2. The medium priority goals are to:
 - A. Prevent Homelessness
 - B. Increase Owner Occupancy
 - C. Improve Parks and Establish Community Gardens

3. The low priority goals are:
 - A. Support Fair Housing and Increase Housing Choice
 - B. Support New Housing Construction

For the complete summary of the City of Auburn’s Strategic Plan, go to Section SP-05 Strategic Plan Overview.

3. Evaluation of past performance

Below is an assessment of the accomplishments against the goals identified in the City of Auburn 2010-2014 Consolidated Plan. Accomplishments at the end of the fourth year should be at approximately 80% of the production goal.

2010-2014 Consolidated Plan Goals and Accomplishments

Goal: Quality Affordable Housing/Auburn

Activity:	5 Year Objectives	Ongoing Total	Percentage of Goal Met
a. owner and rental units rehabilitated	280	302	107%
b. owner and rental units made lead safe *	80	197	246%
c. buyers assisted to purchase home	35	11	31%

d. new units of affordable family rental housing (HOME)	40	28	70%
e. 10 units of supportive rental housing of the homeless (HOME)	10	6	60%
f. 75 owners assisted to heat their homes	75	82	109%
g. Homeless or at-risk of homelessness assisted with security deposits (HOME)	100	89	89%
h. Total	620	715	115%

Conclusion: Most on the objectives are on target to be achieved except for homebuyer assistance and supportive housing. We have marketed the Homebuyer Program, however, the population that we are able to assist have been hesitant to purchase a home. Over all, Auburn has achieved 115% of its combined objectives after year 4. Auburn has made sufficient progress towards achieving its affordable housing objective.

Goal: Quality Affordable Housing/Lewiston

Activity:	5 Year Objectives	Ongoing Total	Percentage of Goal Met
a. owner units rehabilitated	20	4	20%
b. buyers assisted to purchase home	10	0	0%
c. new units of affordable family rental housing (HOME)	40	53	133%
d. 10 units of supportive rental housing of the homeless (HOME)	10	10	100%
e. Homeless or at-risk of homelessness assisted with security deposits (HOME)	100	37	37%
f. Total	180	104	57%

Conclusion: The emphasis on Lewiston’s productivity has been primarily in the development of rental housing. Other objectives are somewhat behind. Recently the Cities of Auburn and Lewiston signed an amendment to the Consortium Agreement that transfers responsibility to work on the Homebuyer and Homeowner Rehabilitation Programs from Lewiston to Auburn. This change should increase capacity to undertake HOME projects in Lewiston.

GOAL: Attractive Neighborhoods/Auburn

Activity:	5 Year Objectives	Ongoing Total	Percentage of Goal Met
a. Improved streetscapes/ sidewalks & landscaping	10,000 Lf	7,115 Lf	71%
b. Building exteriors improved	50 Bldgs.	15 Bldgs.	30%
c. Substandard housing demolished	15 units	20 units	133%

Conclusion: With the infusion of stimulus funds, Auburn has made substantial progress in meeting its five year objectives for improved sidewalks and building demolitions. The only activity that is behind schedule is improving building exteriors.

GOAL: Economic Opportunity/Auburn

Activity:	5 Year Objectives	Ongoing Total	Percentage of Goal Met
a. Business exteriors improved	10 Bldgs.	0	0%
b. Business assistance loans	2	3	150%

Conclusion: The City met its goal for business assistance, but has not made progress on building exteriors. The demand for exterior improvements has been on the housing side.

GOAL: High Quality of Life/Auburn

Activity:	5 Year Objectives	Ongoing Total	Percentage of Goal Met
a. Children, Youth & Families/Households	1,500	1,034	69%
b. Individuals	600	1,582	264%
c. Homeless Individuals	400	466	117%
d. Neighborhood Community Building Initiative	1	1	100%
e. Total	2,501	3,586	143%

Conclusion: The City has exceeded its objectives for individuals and homeless, and has made sufficient progress with children, youth & families. With completion of the PAL Center, the neighborhood community building initiative is complete.

4. Summary of citizen participation process and consultation process

This strategic plan was developed by the Auburn Citizen’s Advisory Committee, which met 8 times between September, 2014, and January, 2015.

In addition to participating as a member of the committee, all Auburn citizens were invited to attend the committee meetings, each of which included time for public comment. Agendas were posted on the City’s website a week before the meeting. Neighborhood meetings were held in the target areas to ask about the most important needs facing the community, and an in-person neighborhood survey was conducted in the target areas by Bates College students. Results of the neighborhood meetings and the survey were presented to the committee and helped to inform the priority needs and goals.

As part of the Consolidated Plan process, the City of Auburn and the City of Lewiston surveyed local providers and agencies about the needs of the community as a whole and specifically the needs of youth, families, the elderly, and people transitioning to employment. A consultation meeting with the Lewiston-Auburn Alliance for Services to the Homeless (LAASH) also informed the needs and priorities of the Consolidated Plan.

In addition to the Social Service and Homelessness Consultations, meetings of the Auburn CAC included presentations to the CAC about community needs by a number of providers and agencies.

5. Summary of public comments

(To be filled in after public hearing)

6. Summary of comments or views not accepted and the reasons for not accepting them

(To be filled in after public hearing)

7. Summary (not required)

The Process

PR-05 Lead & Responsible Agencies - 91.200(b)

1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
Lead Agency	AUBURN	
CDBG Administrator		City of Auburn Community Development Department
HOPWA Administrator		
HOME Administrator		City of Auburn Community Development Department
HOPWA-C Administrator		

Table 1 – Responsible Agencies

Narrative (not required)

Consolidated Plan Public Contact Information

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PR-10 Consultation - 91.100, 91.200(b), 91.215(I)

1. Introduction

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I)).

As part of the Consolidated Plan process, the City of Auburn and the City of Lewiston surveyed local providers and agencies about the needs of the community as a whole and specifically the needs of youth, families, the elderly, and people transitioning to employment. Fifty agency representatives participated in the Social Service Consultation Survey (see Table 2, below). The survey results were presented at a joint meeting of the Lewiston and Auburn Citizen's Advisory Committees (CACs).

In addition to the Social Service Consultation Survey, meetings of the Auburn CAC included presentations to the CAC about community needs by a number of providers and agencies, including:

- Presentation by the Auburn Housing Authority on housing assistance and the needs of public housing residents
- Presentation by the Neighborhood Housing League, a local organization that empowers residents to get involved in advocating for fair, safe and affordable housing, on the needs of low-income renters
- Presentation by the Green and Healthy Homes Initiative, which is working to create healthy, safe (including lead-free), energy efficient, and sustainable homes
- Presentation by Auburn Code Enforcement on the condition of housing
- Presentation by a local banker on the challenges of purchasing multi-unit properties
- Presentation by Auburn Economic Development on the City's economic development and infrastructure efforts.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

The Maine State Housing Authority works with homeless service providers and other organizations toward a shared goal of preventing and eliminating homelessness in Maine. Collaborative efforts include the Continuum of Care (COC) a group of service providers serving a particular geographic area who work together to develop programs that address homelessness. Lewiston and Auburn are part of the Maine Balance of State Continuum of Care.

Locally, providers who address the continuum of homeless services for the area collaborate through the Lewiston-Auburn Alliance for Services to the Homeless (LAASH). LAASH works to improve access to services and housing for persons who are homeless or at risk, shares information and strengthens cooperation among local agencies and homeless providers, identifies gaps in services, increases public awareness about homeless issues, and seeks funding to service the homeless and at-risk. The group meets monthly to focus on local homeless issues and provide a forum for educating its members. Lewiston and Auburn Community Development staff participate in LAASH, and a consultation meeting with LAASH informed the needs and priorities of the Consolidated Plan. The following agencies participated in the December 3, 2014 homelessness consultation:

Social Service Consultation Survey Participants

Agency	Type (select one)	Description
Tedford Housing	Services-Homeless	
New Beginnings	Services-Homeless	Youth
Safe Voices	Services- Victims of Domestic Violence	Immigrant
Adult Education	Services-Education	
Lewiston Social Services	Other government - Local	
United Way	Other (Specify)	
Catholic Charities	Other (Specify)	Faith based social services
Sexual Assault Prevention and Response Services	Services - Victims	
Preble Street - Veterans Housing Services	Services-Homeless	
Auburn Social Services	Other government - Local	
Tri County Mental Health	Services-Health	

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS

(Required only for ESG grant recipients)

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities

Table 2 – Agencies, groups, organizations who participated

Social Service Consultation Survey Participants		
Agency	Type (select one)	Description
Androscoggin Head Start	Services-Children	
Community Concepts	Services - Housing	
Catholic Charities	Other (Specify)	Faith based social services
Museum LA	Other (Specify)	Local history
American Red Cross	Services-Homeless	
Adult Education	Services-Education	
The Visible Community	Other (Specify)	Downtown
Lewiston Social Services	Other government - Local	
Tree Street Youth	Services-Children	
Restorative Justice Institute of Maine	Services-Children	
Health Androscoggin	Health Agency	
USM Lewiston Auburn College	Services-Education	
New Beginnings	Services-Homeless	Youth
Maine People’s Alliance	Other (Specify)	Advocacy
Auburn Recreation Dept	Services-Children	
Lewiston Career Center	Services-Employment	
CMMC	Services-Health	
Center for Women’s Wisdom	Services-Victims of Domestic	
Tedford Housing	Services-Homeless	
Tri County Mental Health	Services-Health	
Seniors Plus	Services-Elderly Persons	
LearningWorks	Services-Children	
Safe Voices	Services-Children	Immigrant
Western Maine Community Action	Services - Housing	
Horn of Africa Aid and Rehab	Other (Specify)	Immigrant
Advocates for Children	Services-Children	
YWCA	Services - Children	Women

Identify any Agency Types not consulted and provide rationale for not consulting

None.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Lewiston Auburn 10 Year Plan to End Homelessness	City of Auburn and City of Lewiston	The strategic plan incorporates the goals articulated in the plan where appropriate and relevant
Analysis of the Impediments to Fair Housing Choice, Lewiston and Auburn, Maine	City of Auburn and City of Lewiston	“
New Auburn Plan	City of Auburn	“
Auburn Comprehensive Plan	City of Auburn	“

Table 3 – Other local / regional / federal planning efforts

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(I))

Narrative

The Cities of Auburn and Lewiston have formed a consortium to qualify for HOME Investment Partnerships Program funds whereby the grant is shared by both cities. The 3-year HOME Consortium plan includes a consultation process with Maine State Housing Authority.

Lewiston and Auburn Community Development staff both participate in the Lewiston-Auburn Alliance for Services to the Homeless (LAASH), which meets monthly.

As part of the process to develop the 2015-2019 Consolidated Plan, the Lewiston and Auburn Citizens Advisory Committees held a joint meeting to discuss the results of the Social Service Consultation Survey and common goals and to consider opportunities to coordinate social service programs as appropriate. Lewiston and Auburn Community Development staff work closely on both the development and implementation of the plan.

PR-15 Citizen Participation - 91.401, 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The Citizens Advisory Committee (CAC) was appointed by the mayor to assist the Auburn City Council by reviewing and analyzing data on community needs, determining priorities, and establishing goals and objectives. The committee is chaired by Councilor Adam Lee, and includes:

Rick Whiting	Auburn Housing Authority/Housing Investor
Mitch Thomas	Franco Center - Arts/Culture
Larry Pelletier	New Auburn
Belinda Gerry	New Auburn
Lisa Aube Cote	New Auburn/Landlord
Joe Gray	New Auburn/Small business
Doris Russell	Downtown
Kelli Flynn Aiken	Downtown
Judy Webber	Union Street
Gure Ali	Immigrant Community
Adam Dow	Union Street/Business community
Peter Flanders	Investor/Landlord
Steve Letourneau	Neighborhood Partner /Social Service/Faith-based
Rob Kilgore	Downtown/Resident
Tom Poulin	Community Organization (PAL)
Theresa Smith	Downtown/Small business

In addition to participating as a member of the committee, all Auburn citizens were invited to attend the committee meetings, each of which included time for public comment. Agendas were posted on the City's website a week before the meeting. Neighborhood meetings were held in the target areas to ask about the most important needs facing the community, and an in-person neighborhood survey was conducted in the target areas by Bates College students. Results of the neighborhood meetings and the survey were presented to the committee and helped to inform the priority needs and goals.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	March 23 newspaper notice	Non-targeted/ broad community	<i>To be filled in</i>			
2	April 6 public hearing	Non-targeted/ broad community	<i>To be filled in</i>			
3	March 16 City Council budget meeting	Non-targeted/ broad community	<i>To be filled in</i>			

Table 4 – Citizen Participation Outreach

DRAFT

Needs Assessment

NA-05 Overview

Needs Assessment Overview

HUD has identified four housing problems facing low income households:

- 1) lacking complete kitchen (substandard housing)
- 2) lacking complete plumbing facilities (substandard housing)
- 3) having more than 1 person per room (overcrowded)
- 4) paying more than 30% of gross income towards housing costs (cost burdened).

Severe housing problems as defined by HUD include having more than 1.5 persons per room (severe overcrowding) and paying more than 50% of gross income towards housing costs (severely cost burdened).

The following tables indicate that housing cost burden and severe housing cost burden are the greatest housing problem among extremely low (0-30% Household Area Median Family Income, or HAMFI), very low (>30-50% HAMFI), low (>50-80% HAMFI), and moderate income (>80-100% HAMFI) households in Auburn and Lewiston.

Households who pay more than 30% of their income for housing may have difficulty affording food, clothing, transportation and medical care.

Note that many of the data tables, provided by HUD, present combined household data for Auburn and Lewiston. See Appendix A for Auburn-only household data.

NA-10 Housing Needs Assessment - 24 CFR 91.405, 24 CFR 91.205 (a,b,c)

Summary of Housing Needs

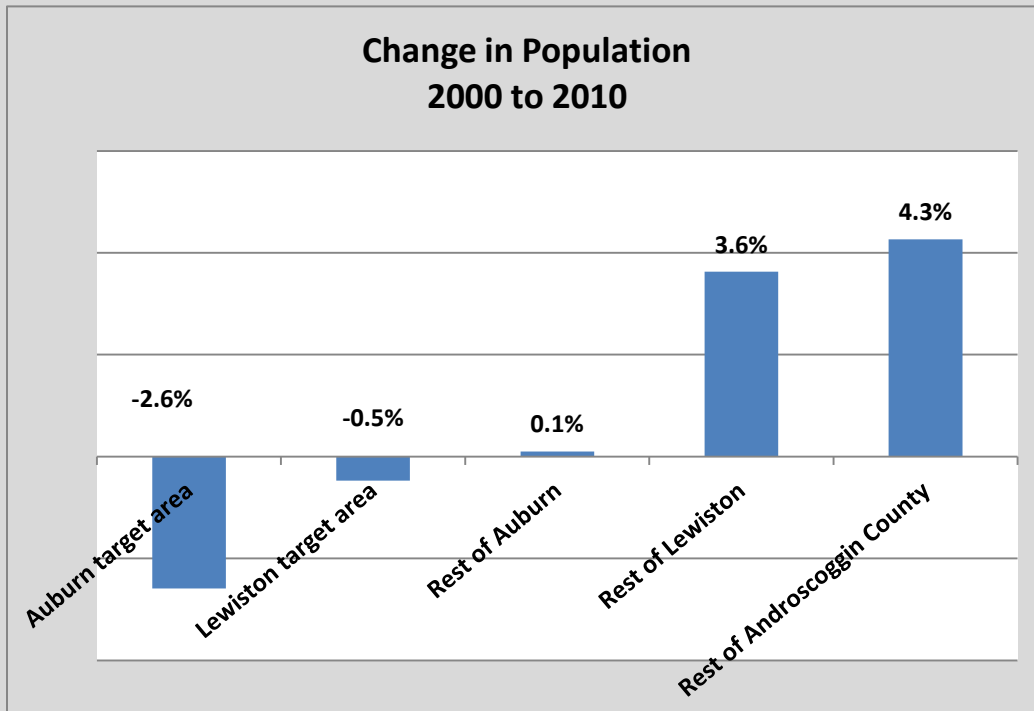
Demographics	Base Year: 2000	Most Recent Year: 2010	% Change
Population	58,893	59,963	2%
Households	25,085	25,188	0%
Median Income	\$0.00	\$0.00	

Table 5 - Housing Needs Assessment Demographics

Data Source: 2000 Census (Base Year), 2006-2010 ACS (Most Recent Year)

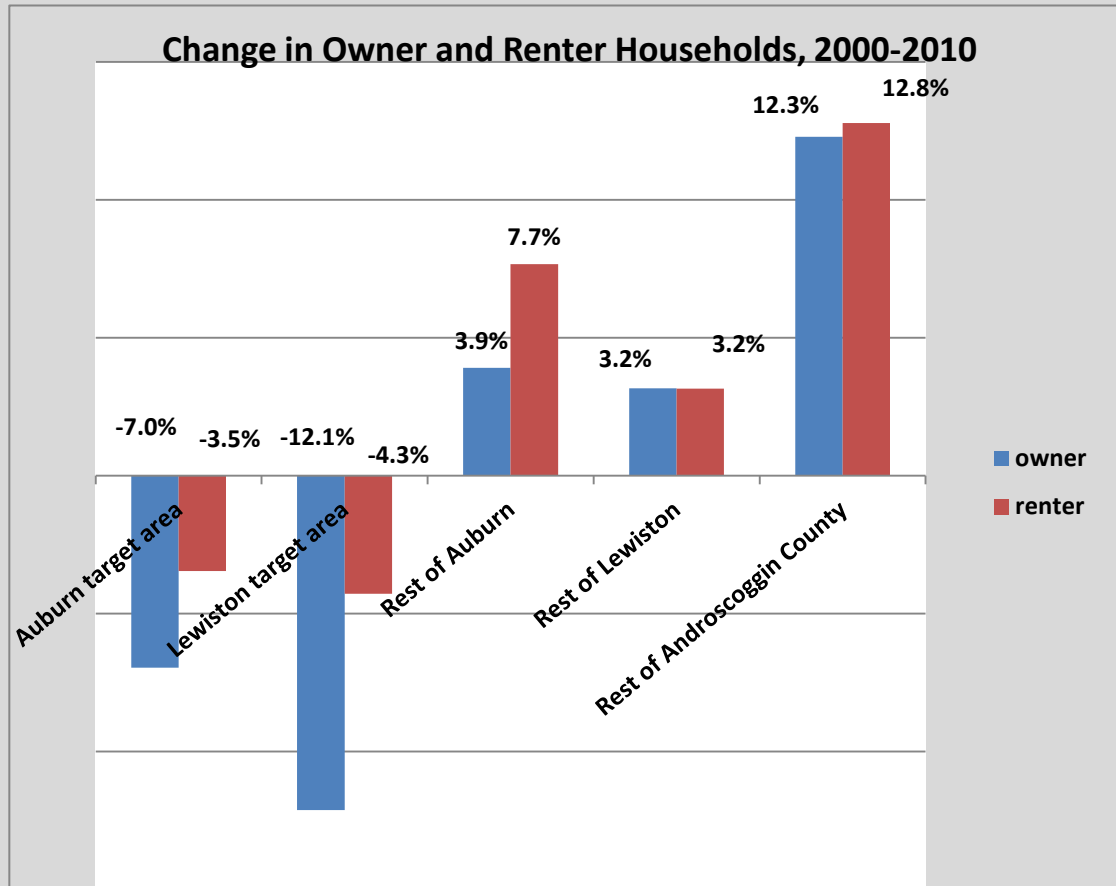
From 2000 to 2010, the Auburn and Lewiston target areas have been losing population while the remainder of the cities, and Androscoggin county, saw their populations increase.

The population decrease in the Lewiston target area was less than in the Auburn target area because downtown Lewiston has benefited from an influx of New Mainers. According to the 2013 Fair Housing Report, since 2001, approximately 4,000 immigrants (referred to as New Mainers) have moved to Lewiston and Auburn. "This new population is not evenly distributed; of the Black/African American population in Lewiston and Auburn (combined), 61% live in the target area."



Source: US Census

In particular, Auburn and Lewiston target areas have lost owner households.



Source: US Census

Number of Households Table

HAMFI = Household Area Median Family Income	0-30% HAMFI	>30-50% HAMFI	>50-80% HAMFI	>80-100% HAMFI	>100% HAMFI
Total Households *	3,395	3,295	4,155	2,675	11,660
Small Family Households *	975	955	1,220	1,015	6,270
Large Family Households *	140	45	190	145	540
Household contains at least one person 62-74 years of age	560	510	755	530	1,770
Household contains at least one person age 75 or older	550	830	765	280	774
Households with one or more children 6 years old or younger *	665	594	385	440	925

* the highest income category for these family types is >80% HAMFI

Table 6 - Total Households Table

Data Source: 2006-2010 CHAS

Housing Needs Summary Tables

1. Housing Problems (Households with one of the listed needs)

HAMFI = Household Area Median Family Income	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Substandard Housing - Lacking complete plumbing or kitchen facilities	184	25	0	0	209	0	10	25	0	35
Severely Overcrowded - With >1.51 people per room (and complete kitchen and plumbing)	25	40	15	10	90	0	0	0	0	0
Overcrowded - With 1.01-1.5 people per room (and none of the above problems)	115	85	10	4	214	0	0	0	0	0
Housing cost burden greater than 50% of income (and none of the above problems)	1,350	640	70	20	2,080	400	675	405	240	1,720
Housing cost burden greater than 30% of income (and none of the above problems)	530	725	1,005	85	2,345	40	255	555	580	1,430
Zero/negative Income (and none of the above problems)	125	0	0	0	125	60	0	0	0	60

Table 7 – Housing Problems Table

Data Source: 2006-2010 CHAS

2. Housing Problems 2 (Households with one or more Severe Housing Problems: Lacks kitchen or complete plumbing, severe overcrowding, severe cost burden)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Having 1 or more of four housing problems	1,670	790	95	29	2,584	400	685	435	240	1,760
Having none of four housing problems	1,105	1,355	2,120	1,020	5,600	45	470	1,500	1,380	3,395
Household has negative income, but none of the other housing problems	125	0	0	0	125	60	0	0	0	60

Table 8 – Housing Problems 2

Data 2006-2010 CHAS
Source:

3. Cost Burden > 30%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	840	545	370	1,755	75	295	315	685
Large Related	110	35	25	170	15	0	90	105
Elderly	465	365	175	1,005	260	410	315	985
Other	774	565	525	1,864	90	215	230	535
Total need by income	2,189	1,510	1,095	4,794	440	920	950	2,310

Table 9 – Cost Burden > 30%

Data 2006-2010 CHAS
Source:

4. Cost Burden > 50%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	630	150	35	815	75	250	150	475
Large Related	90	10	0	100	15	0	25	40
Elderly	170	155	30	355	230	225	65	520
Other	670	335	10	1,015	80	195	165	440
Total need by income	1,560	650	75	2,285	400	670	405	1,475

Table 10 – Cost Burden > 50%

Data Source: 2006-2010 CHAS

5. Crowding (More than one person per room)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Single family households	145	65	25	14	249	0	0	0	0	0
Multiple, unrelated family households	4	60	0	0	64	0	0	0	0	0
Other, non-family households	0	0	0	0	0	0	0	0	0	0
Total need by income	149	125	25	14	313	0	0	0	0	0

Table 11 – Crowding Information - 1/2

Data Source: 2006-2010 CHAS

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
Households with Children Present	0	0	0	0	0	0	0	0

Table 12 – Crowding Information – 2/2

Data Source Comments:

What are the most common housing problems?

The most common housing problem facing extremely low to moderate income households in Auburn and Lewiston is cost burden.

Approximately one-third of extremely low to moderate income households have a housing cost burden greater than 30% of their income. Another one-third (primarily extremely low and very low income households) have a housing cost burden of greater than 50% of their income.

Are any populations/household types more affected than others by these problems?

More renter households than owner households are affected by housing cost burden.

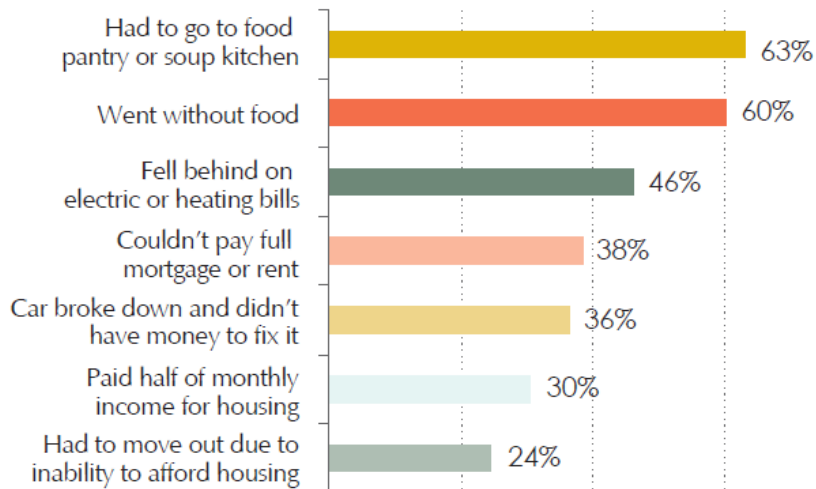
Describe the characteristics and needs of Low-income individuals and families with children (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered 91.205(c)/91.305(c)). Also discuss the needs of formerly homeless families and individuals who are receiving rapid re-housing assistance and are nearing the termination of that assistance

Life in poverty is a life in perpetual crisis. Life in crisis leads to some typical characteristics of family life in poverty:

- Live in the moment – no sense of future
- Jobs for “survival,” not for “career”
- Lack of order and organization
- Matriarchal structure
- Future implications of present actions rarely considered

(Source: *Bridges Out of Poverty*, pp. 53-55)

Experiences of Hardship Among Mainers with Low Income in the Last 12 months



Source: Survey of 941 poor people in Maine, Summer of 2014, Maine Equal Justice Partners

Sometimes a life crisis among the poor results in homelessness.

At the December 3, 2014 homelessness consultation, agencies described the *many causes* of homelessness – domestic violence, health crisis, loss of job, fire, -- but *common solutions* to all --

1. Decent affordable housing to move to
2. In cases of intergenerational poverty – literacy, life skills help.

Despite the common need, services are very fragmented, and some ideas agencies recommended for solutions include:

- Connect homeless to range of services, through case managers who can individualize recovery program
- Mentoring (Bridges Out of Poverty model) and life skills training
- Local Housing Authorities setting aside vouchers for homeless
- Comprehensive approach funded by foundation and local match

If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates:

Specify particular housing characteristics that have been linked with instability and an increased risk of homelessness

When housing cost burden is high, an unexpected financial hardship can lead to homelessness.

Approximately one-third of extremely low to moderate income households have a housing cost burden greater than 30% of their income. Another one-third (primarily extremely low and very low income households) have a housing cost burden of greater than 50% of their income.

Discussion (Use this to answer to provide the following required information):

Describe the number and type of single person households in need of housing assistance.

One-third of households in L-A are single people (47% of renters), and their median income is half that of the average household (source: US Census)

Estimate the number and type of families in need of housing assistance who are disabled or victims of domestic violence, dating violence, sexual assault and stalking.

From July 1, 2013 to June 30, 2014 the non-profit Safe Voices provided shelter to 184 survivors of domestic violence in need of housing assistance.

NA-15 Disproportionately Greater Need: Housing Problems - 91.405, 91.205 (b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

Introduction

HUD has identified four housing problems facing low income households:

- 1) lacking complete kitchen (substandard housing)
- 2) lacking complete plumbing facilities (substandard housing)
- 3) having more than 1 person per room (overcrowded)
- 4) paying more than 30% of gross income towards housing costs (cost burdened).

A disproportionately greater need exists when the members of racial or ethnic group at a given income level experience housing problems at a greater rate (10 percentage points or more) than the income level as a whole.

The tables below suggest that for households with housing problems, among 0-30% of AMI, American Indian Alaska Native and Hispanic households may have a disproportionately greater need; and among 30-50% AMI, 50-80% AMI, and 80-100% AMI, Asian households may have a disproportionately greater need.

However, the household numbers for the racial or ethnic groups identified as having a disproportionately greater need are small (between 10-50 households), so the margins of error are likely to be high. The data should be interpreted with caution.

0%-30% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	3,040	620	210
White	2,385	465	190
Black / African American	290	130	0
Asian	75	20	0
American Indian, Alaska Native	10	0	0
Pacific Islander	0	0	0
Hispanic	20	0	0

Table 13 - Disproportionally Greater Need 0 - 30% AMI

Data Source: 2006-2010 CHAS

*The four housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

30%-50% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	2,265	1,045	0
White	1,995	835	0
Black / African American	90	49	0
Asian	50	10	0
American Indian, Alaska Native	15	50	0
Pacific Islander	0	0	0
Hispanic	20	55	0

Table 14 - Disproportionally Greater Need 30 - 50% AMI

Data Source: 2006-2010 CHAS

*The four housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

50%-80% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	1,935	2,375	0
White	1,720	2,035	0
Black / African American	25	130	0
Asian	19	0	0
American Indian, Alaska Native	0	60	0
Pacific Islander	0	0	0
Hispanic	0	15	0

Table 15 - Disproportionally Greater Need 50 - 80% AMI

Data Source: 2006-2010 CHAS

*The four housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

80%-100% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	720	1,845	0
White	625	1,735	0
Black / African American	15	35	0
Asian	10	0	0
American Indian, Alaska Native	0	0	0
Pacific Islander	0	0	0
Hispanic	0	0	0

Table 16 - Disproportionally Greater Need 80 - 100% AMI

Data Source: 2006-2010 CHAS

*The four housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Discussion

NA-20 Disproportionately Greater Need: Severe Housing Problems - 91.405, 91.205 (b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

Introduction

HUD has identified four housing problems facing low income households:

- 1) lacking complete kitchen (substandard housing)
- 2) lacking complete plumbing facilities (substandard housing)
- 3) having more than 1 person per room (overcrowded)
- 4) paying more than 30% of gross income towards housing costs (cost burdened).

Severe housing problems as defined by HUD include having more than 1.5 persons per room (severe overcrowding) and paying more than 50% of gross income towards housing costs (severely cost burdened).

The following tables suggest that for households with severe housing problems, among 0-30% of AMI, Hispanic households may have a disproportionately greater need; among 30-50% AMI, Black/African American and Asian households may have a disproportionately greater need, and among 80-100% AMI, Asian households may have a disproportionately greater need.

However, the household numbers for the racial or ethnic groups identified as having a disproportionately greater need are small (less than 100 households) relative to the categories as a whole, so the margins of error are likely to be high. The data should be interpreted with caution.

0%-30% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	2,380	1,285	210
White	1,880	970	190
Black / African American	230	190	0
Asian	55	45	0
American Indian, Alaska Native	0	10	0

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Pacific Islander	0	0	0
Hispanic	20	0	0

Table 17 – Severe Housing Problems 0 - 30% AMI

Data Source: 2006-2010 CHAS

*The four severe housing problems are:

1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than 1.5 persons per room,
4. Cost Burden over 50%

30%-50% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	1,260	2,050	0
White	1,065	1,765	0
Black / African American	90	49	0
Asian	40	20	0
American Indian, Alaska Native	0	65	0
Pacific Islander	0	0	0
Hispanic	20	55	0

Table 18 – Severe Housing Problems 30 - 50% AMI

Data Source: 2006-2010 CHAS

*The four severe housing problems are:

1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than 1.5 persons per room,
4. Cost Burden over 50%

50%-80% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	525	3,785	0
White	465	3,280	0

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Black / African American	25	130	0
Asian	0	19	0
American Indian, Alaska Native	0	60	0
Pacific Islander	0	0	0
Hispanic	0	15	0

Table 19 – Severe Housing Problems 50 - 80% AMI

Data Source: 2006-2010 CHAS

*The four severe housing problems are:

1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than 1.5 persons per room,
4. Cost Burden over 50%

80%-100% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	130	2,435	0
White	120	2,245	0
Black / African American	0	50	0
Asian	10	0	0
American Indian, Alaska Native	0	0	0
Pacific Islander	0	0	0
Hispanic	0	0	0

Table 20 – Severe Housing Problems 80 - 100% AMI

Data Source: 2006-2010 CHAS

*The four severe housing problems are:

1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than 1.5 persons per room,
4. Cost Burden over 50%

Discussion

NA-25 Disproportionately Greater Need: Housing Cost Burdens - 91.405, 91.205 (b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

Introduction

The most common housing problem facing extremely low to moderate income households in Auburn and Lewiston is cost burden.

The following tables suggest that Asian households may have a higher rate of housing cost burden.

However, the household numbers for the racial or ethnic groups identified as having a disproportionately greater need are small relative to the categories as a whole, so the margins of error are likely to be high. The data should be interpreted with caution.

Housing Cost Burden

Housing Cost Burden	<=30%	30-50%	>50%	No / negative income (not computed)
Jurisdiction as a whole	15,290	4,995	3,830	240
White	13,795	4,375	3,265	190
Black / African American	460	195	140	40
Asian	35	55	105	0
American Indian, Alaska Native	155	35	0	0
Pacific Islander	0	0	0	0
Hispanic	185	10	40	0

Table 21 – Greater Need: Housing Cost Burdens AMI

Data Source: 2006-2010 CHAS

Discussion

NA-30 Disproportionately Greater Need: Discussion - 91.205 (b)(2)

Are there any Income categories in which a racial or ethnic group has disproportionately greater need than the needs of that income category as a whole?

If they have needs not identified above, what are those needs?

Are any of those racial or ethnic groups located in specific areas or neighborhoods in your community?

There are several income categories in which the data suggest that a racial or ethnic group may have a disproportionately greater need.

However, the household numbers for the racial or ethnic groups identified as having a disproportionately greater need are small (between 10-105 households) relative to the categories as a whole, so the margins of error are likely to be high. The data should be interpreted with caution.

NA-35 Public Housing - 91.405, 91.205 (b)

Introduction

The following HUD data is based on information provided to HUD by the Auburn Housing Authority.

Totals in Use

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher		
				Total	Project-based	Tenant-based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units vouchers in use	0	0	173	579	1	577	0	0	0

Table 22 - Public Housing by Program Type

*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

Data Source: PIC (PIH Information Center)

Characteristics of Residents

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher		
				Total	Project-based	Tenant-based	Veterans Affairs Supportive Housing	Family Unification Program	
Average Annual Income	0	0	14,924	11,511	6,120	11,526	0	0	
Average length of stay	0	0	5	3	4	3	0	0	
Average Household size	0	0	2	2	4	2	0	0	
# Homeless at admission	0	0	0	0	0	0	0	0	

Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers				
				Total	Project-based	Tenant-based	Special Purpose Voucher	
							Veterans Affairs Supportive Housing	Family Unification Program
# of Elderly Program Participants (>62)	0	0	61	91	0	91	0	0
# of Disabled Families	0	0	50	293	0	292	0	0
# of Families requesting accessibility features	0	0	173	579	1	577	0	0
# of HIV/AIDS program participants	0	0	0	0	0	0	0	0
# of DV victims	0	0	0	0	0	0	0	0

Table 23 – Characteristics of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

Race of Residents

Program Type									
Race	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
White	0	0	142	544	1	542	0	0	0
Black/African American	0	0	30	30	0	30	0	0	0
Asian	0	0	0	0	0	0	0	0	0
American Indian/Alaska Native	0	0	1	4	0	4	0	0	0
Pacific Islander	0	0	0	1	0	1	0	0	0
Other	0	0	0	0	0	0	0	0	0

***includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition**

Table 24 – Race of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

Ethnicity of Residents

Ethnicity	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher		
				Total	Project-based	Tenant-based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
Hispanic	0	0	0	3	0	3	0	0	0
Not Hispanic	0	0	173	576	1	574	0	0	0

***includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition**

Table 25 – Ethnicity of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

Section 504 Needs Assessment: Describe the needs of public housing tenants and applicants on the waiting list for accessible units:

What are the number and type of families on the waiting lists for public housing and section 8 tenant-based rental assistance? Based on the information above, and any other information available to the jurisdiction, what are the most immediate needs of residents of public housing and Housing Choice voucher holders?

How do these needs compare to the housing needs of the population at large

Discussion

Wait lists for both Lewiston and Auburn Housing Authorities are long. Auburn reports more than 600 households on the waiting lists for both Housing Choice Vouchers and public housing units (with some duplication of the lists); Lewiston reports several hundred families on the list, even though it has been closed for two years.

The need for accessible units appears to be met adequately, particularly with the fully accessible units in the newer (LIHTC) buildings.

Auburn Housing Authority describes the most immediate needs of public housing residents and Housing Choice Vouchers holders as access to education/training and good paying jobs.

NA-40 Homeless Needs Assessment - 91.405, 91.205 (c)

Introduction:

If data is not available for the categories "number of persons becoming and exiting homelessness each year," and "number of days that persons experience homelessness," describe these categories for each homeless population type (including chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth):

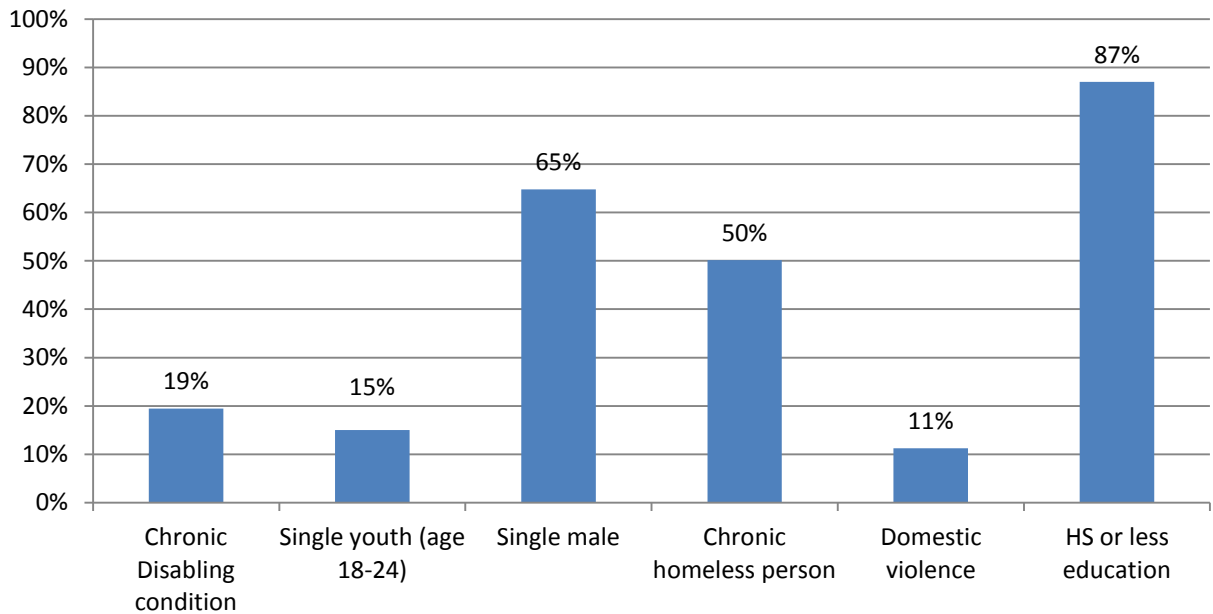
The 2009 Lewiston Auburn 10-Year Plan to End Homelessness describes a homeless population that is largely invisible. "There are about 100 people homeless on any given night in the two cities. They come from a larger group of over 1,300 who are homeless in any given year in the two communities. But these homeless are not visible to the general public. They are hidden in apartments, where they move from one friend's couch to another; or in available shelters; or in cars or campgrounds in the summer."

The plan goes on to describe a need that goes beyond housing. "The homelessness problem in Lewiston and Auburn is not, in the first place, primarily a problem of a lack of housing. Compared to other communities in Maine, there are more rents available at lower costs here. Instead, homelessness is a problem of insufficient income and resources, a lack of life skills, and health problems (primarily mental health and substance abuse). Sometime it is a combination. A fundamental underlying problem is the lack of good-paying jobs in the region, and the lack of attitudinal and work skills among homeless people to qualify for and hold such jobs."

From January 1, 2013 to January 1, 2014, there were 483 people in homeless shelters in Androscoggin County (source: Maine State Housing Authority). This number does not include the many more "invisible" homeless as described in the plan above. It also does not include any shelters that do not receive funding from the Maine State Housing Authority and so are not required to report.

65% were adult male individuals. Half (50%) could be described as chronically homeless, including persons who had been homeless for a year or more, or who had been homeless 4 times in the past three years. 15% were individual youth between the ages of 18-24.

Among 483 in homeless shelters in Androscoggin County, 2013 (Source: MSHA)



In terms of length of stay in 2013, just over half (52%) were homeless for one week or less. Another 19% were homeless for more than one week, but less than a month. 12% were homeless for one to three months, 7% for more than three months but less than a year, and 9% for one year or longer.

In addition to those counted at shelters, the 2014 Unstably Housed Report found that during the annual Point-in-Time survey (conducted Jan 29, 2014), 52 unstably housed persons were encountered in Androscoggin County. Unstably housed persons do not meet the HUD definition of homeless (meaning they are sleeping in a shelter or in a place not meant for human habitation such as a car or a park) but would include those living in somebody else’s home because of economic hardship, notified of eviction, living in a hotel, or leaving a health-care or mental health care facility.

Nature and Extent of Homelessness: (Optional)

Race:	Sheltered:	Unsheltered (optional)
Ethnicity:	Sheltered:	Unsheltered (optional)

Estimate the number and type of families in need of housing assistance for families with children and the families of veterans.

Among the 483 people in homeless shelters in Androscoggin County in 2013, 80 were households (not individuals) and included 49 children. 30 out of 483 were veterans.

Describe the Nature and Extent of Homelessness by Racial and Ethnic Group.

Among the 483 people in homeless shelters in Androscoggin County in 2013, 3 (< 1%) were American Indian or Alaska Native, 69 (14%) were Black or African American, 410 (85%) were White, and 1 (<1%) was other multi-racial.

Describe the Nature and Extent of Unsheltered and Sheltered Homelessness.

The 2009 Lewiston Auburn 10-Year Plan to End Homelessness describes a homeless population that is largely invisible. In addition to the 483 people in homeless shelters in Androscoggin County in 2013, hundreds more are hidden from public view: in apartments, where they move from one friend's couch to another; or in cars or campgrounds in the summer.

Discussion:

NA-45 Non-Homeless Special Needs Assessment - 91.405, 91.205 (b,d)

Introduction

Describe the characteristics of special needs populations in your community:

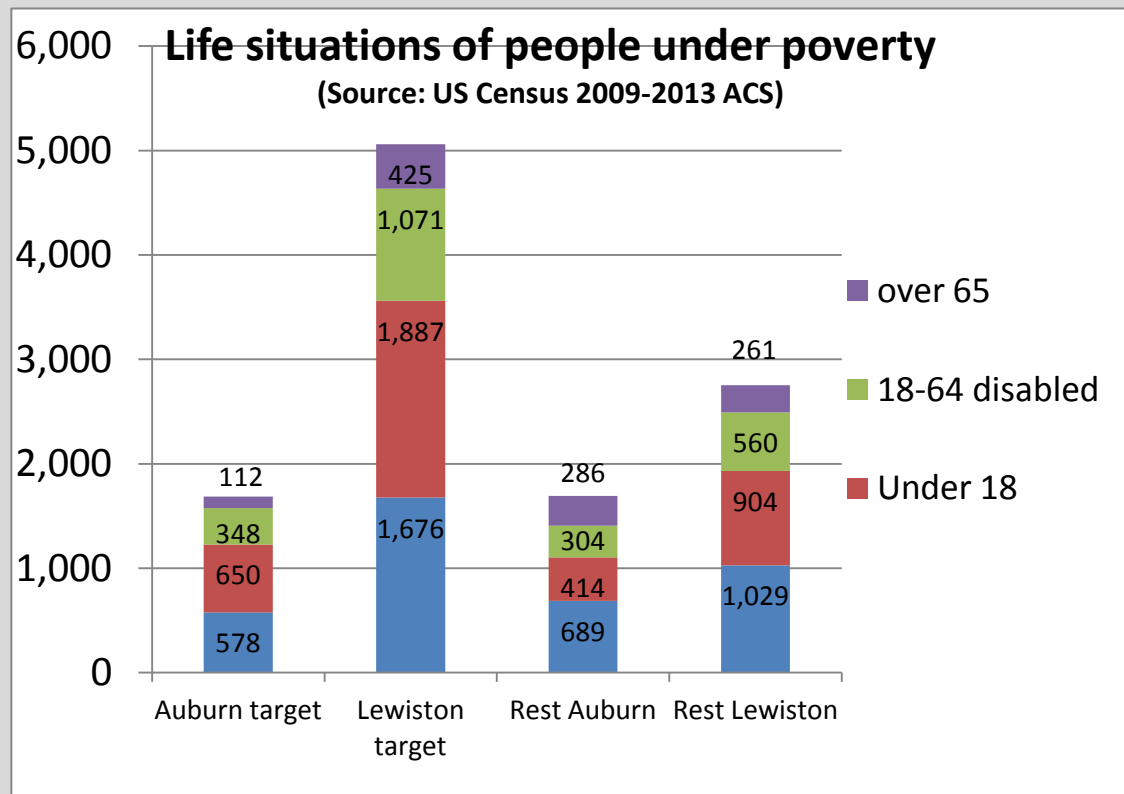
What are the housing and supportive service needs of these populations and how are these needs determined?

Discuss the size and characteristics of the population with HIV/AIDS and their families within the Eligible Metropolitan Statistical Area: (required only for HOPWA recipients)

Discussion:

HUD defines non-homeless special needs populations to include the elderly, persons with a disability, and persons with a drug or alcohol addiction. There are approximately 57 subsidized housing units in Auburn for persons with a disability, and 91 in Lewiston (source: Maine Housing, 2013).

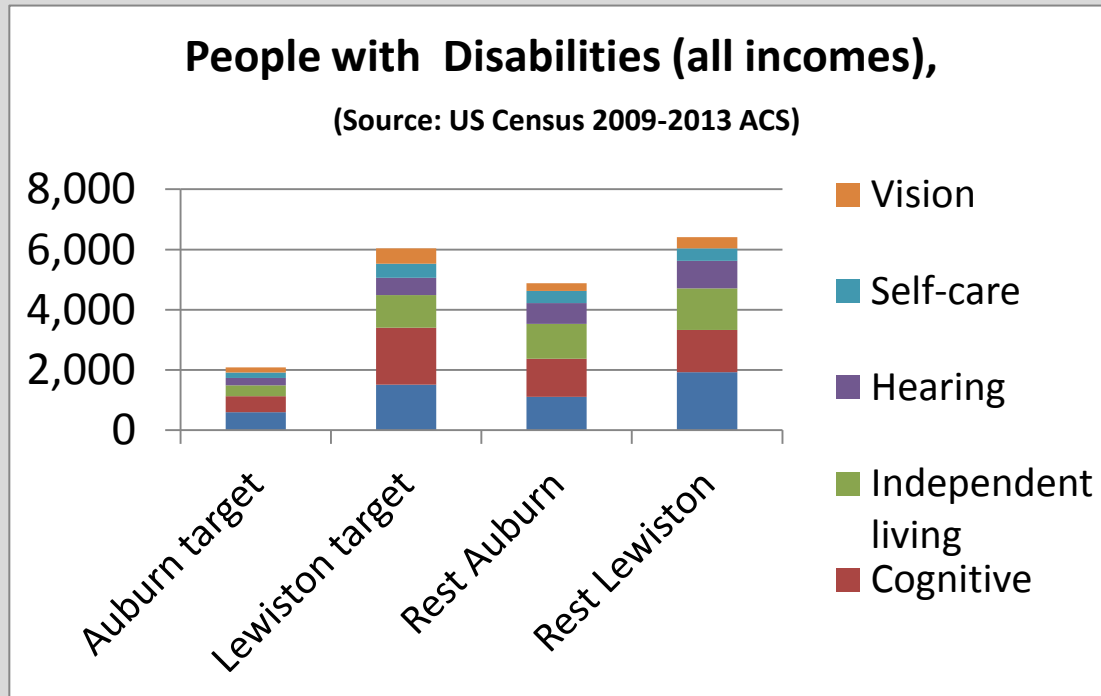
This plan focuses on people under poverty who do not have a disability. The majority of people under poverty are not of working age and healthy.



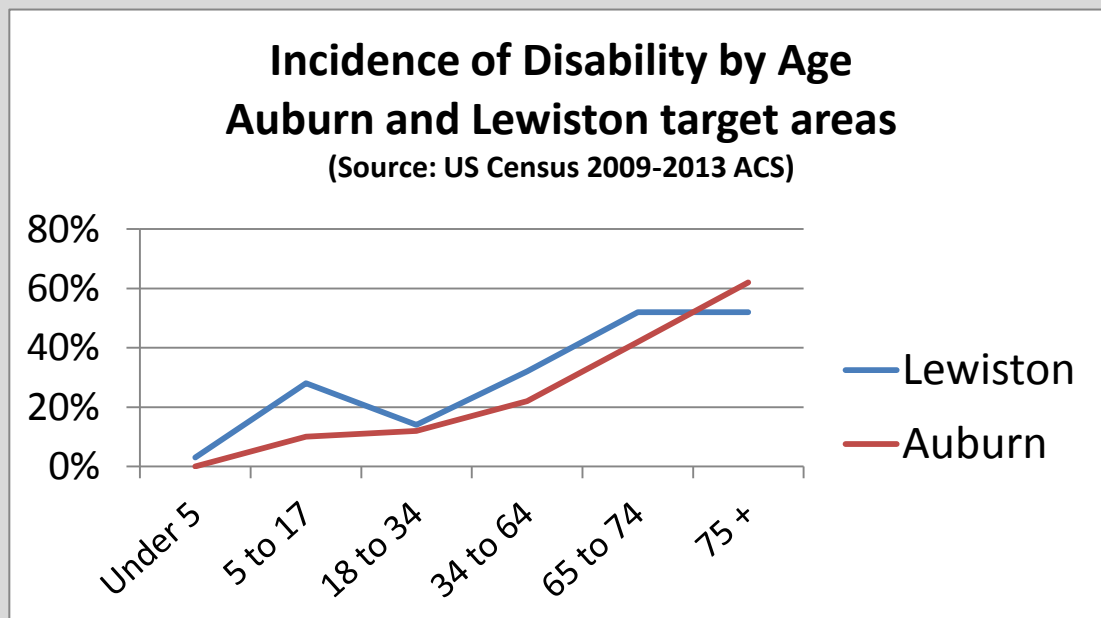
Many poor have a disability. Odds are 3.5 times greater to live in poverty if you have a disability.

- 35% of 18-64 year-olds in Androscoggin County with a disability live under poverty
- 10% of those 18-64 in Androscoggin without disability live under poverty.

Among disabilities, mobility and cognitive issues are most common.



As the Lewiston Auburn population ages in next 5 years, disability will become an even larger issue.



NA-50 Non-Housing Community Development Needs - 91.415, 91.215 (f)

Describe the jurisdiction's need for Public Facilities:

How were these needs determined?

Neighborhood meetings (October 2014) and individual resident interviews conducted by Bates students as part of the consolidated plan process identified a need for more "green space" in Auburn target areas, including parks, playgrounds, and community gardens.

Describe the jurisdiction's need for Public Improvements:

How were these needs determined?

Neighborhood meetings and individual interviews conducted by Bates students as part of the consolidated plan process identified pedestrian safety as a major concern, including the need for sidewalk repairs and improvements, trees and benches on the streets, and better street lighting. There is also concern about vehicles driving too fast on streets.

Describe the jurisdiction's need for Public Services:

How were these needs determined?

A survey of Auburn and Lewiston social service providers conducted as part of the consolidated plan process had more than 50 responses. Providers described community challenges including

- Need for safe, affordable housing
- Limited reliable, accessible public transportation
- Lack of livable wage job opportunities
- Need for safe, affordable childcare
- Need for strong education system at all levels
- Food insecurity.

Providers also identified challenges for specific groups.

Youth need safe places and activities, stable home environments, Hope and aspirations and positive influences, and a flexible education system including alternative high school and affordable higher

education opportunities.

Parents need life skills and parenting skills, community support, and coordinated services.

Elderly residents need to be able to stay in their homes, access to activities and community engagement, and to feel valued.

Providers also identified some of the keys to economic success. As a community, we need to ensure people have affordable child care, transportation, affordable housing, food, health care, and transitional support. Individuals need:

- Work-ready skills (communication, professionalism, “soft skills”)
- Job training
- Life skills (financial literacy, time management)
- “meet people where they are at”
- Empowerment and hope.

DRAFT

Housing Market Analysis

MA-05 Overview

Housing Market Analysis Overview:

The housing stock in Auburn and Lewiston is old; half was built prior to WW II. Rent levels are relatively low as well. The combination of low rent levels and high maintenance costs for old buildings leads to issues of housing deterioration and poor condition. Many units are energy inefficient, and lead paint hazards are a problem.

Despite lower rent levels, low incomes mean that too many households pay too much of their incomes for rent.

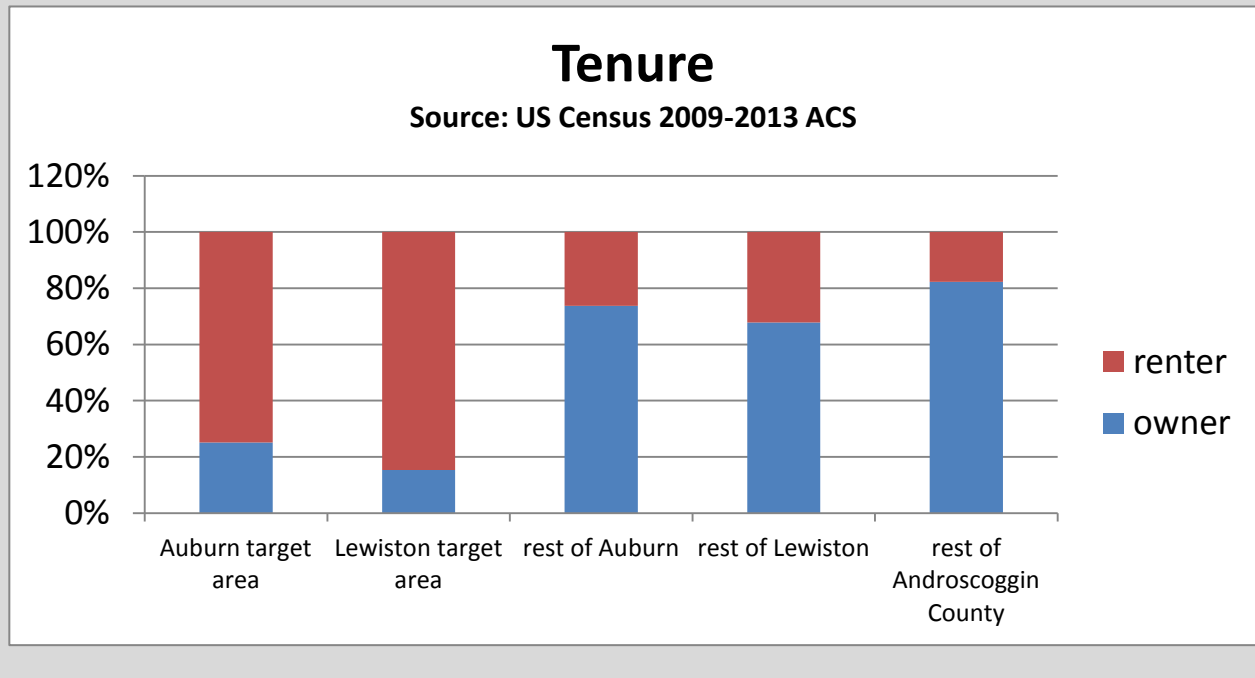
Note that many of the data tables below, provided by HUD, present combined household data for Auburn and Lewiston. See Appendix A for Auburn-only household data.

DRAFT

MA-10 Housing Market Analysis: Number of Housing Units - 91.410, 91.210(a)&(b)(2)

Introduction

Lewiston and Auburn target neighborhoods have a higher proportion of rental units compared to the rest of the jurisdiction and the rest of the county.



All residential properties by number of units

Property Type	Number	%
1-unit detached structure	13,216	48%
1-unit, attached structure	683	2%
2-4 units	6,825	25%
5-19 units	4,415	16%
20 or more units	1,538	6%
Mobile Home, boat, RV, van, etc	938	3%
Total	27,615	100%

Table 26 – Residential Properties by Unit Number

Data Source: 2006-2010 ACS

Unit Size by Tenure

	Owners		Renters	
	Number	%	Number	%
No bedroom	19	0%	607	5%
1 bedroom	478	3%	3,554	32%
2 bedrooms	3,096	22%	4,322	39%
3 or more bedrooms	10,483	74%	2,629	24%
Total	14,076	99%	11,112	100%

Table 27 – Unit Size by Tenure

Data Source: 2006-2010 ACS

Describe the number and targeting (income level/type of family served) of units assisted with federal, state, and local programs.

There are approximately 4,260 subsidized housing units in Lewiston and Auburn (source: Maine Housing, 2013)

Housing - Subsidized Units, 2013	Auburn	Lewiston
Disabled Units	57	91
Family Units	218	1,111
Housing Choice Vouchers	543	983
Senior Units	473	659
Special Needs Units	51	74
Total	1,342	2,918

Provide an assessment of units expected to be lost from the affordable housing inventory for any reason, such as expiration of Section 8 contracts.

No units are expected to be lost from the affordable housing inventory for any reason.

Does the availability of housing units meet the needs of the population?

Describe the need for specific types of housing:

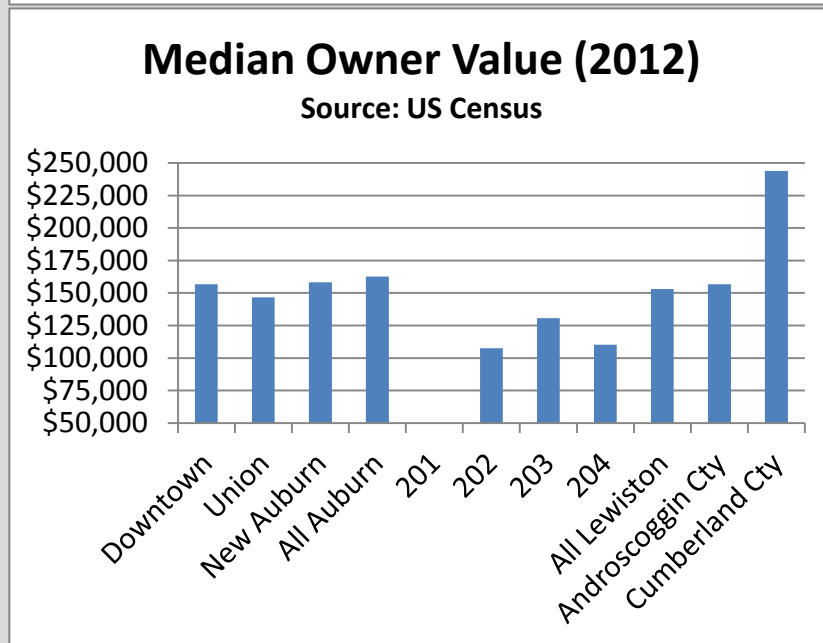
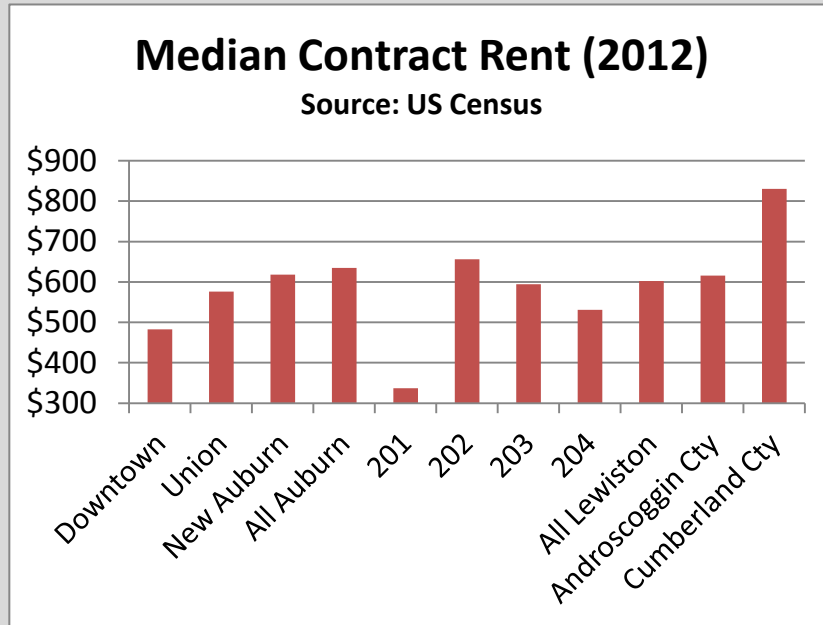
Discussion

Both Auburn and Lewiston Housing Authorities report long wait lists for subsidized units and vouchers.

MA-15 Housing Market Analysis: Cost of Housing - 91.410, 91.210(a)

Introduction

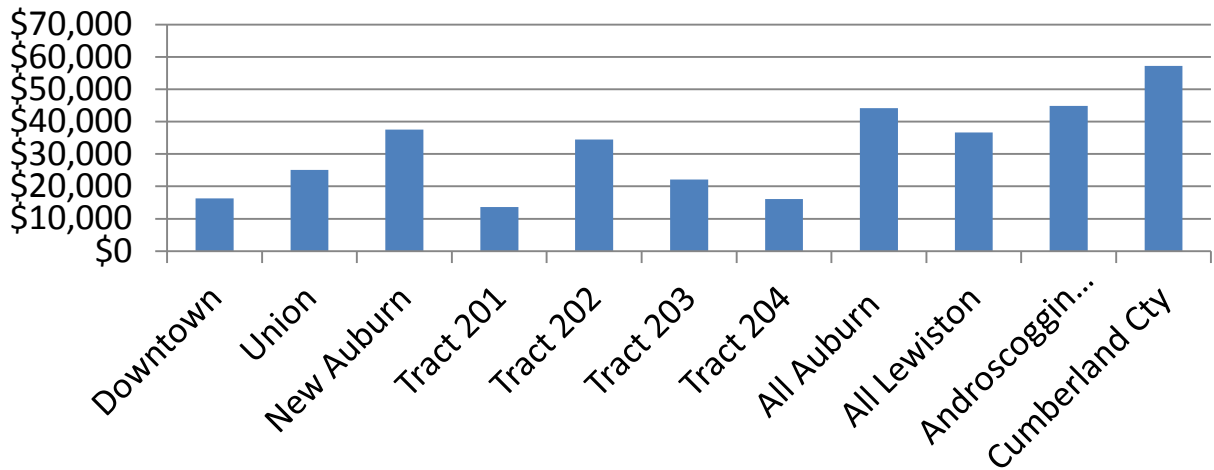
Rents and home values are relatively lower in the target areas, and lower in Lewiston and Auburn than in neighboring Cumberland County.



Yet despite lower rent levels, they are still hard for residents to afford. The reason is that incomes are lower, so that too many households pay too much of their incomes for rent.

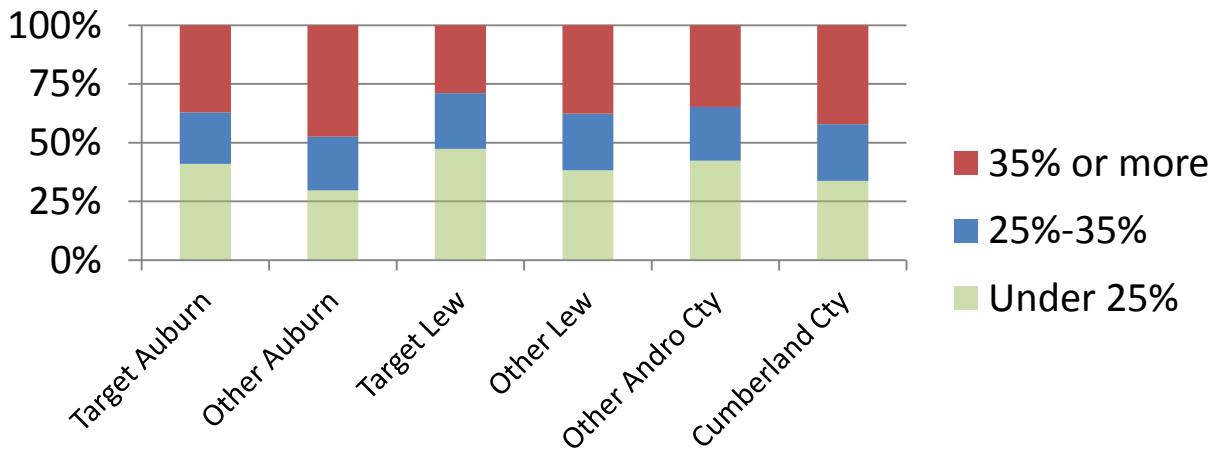
Median HH Income (2012)

Source: US Census



The rental picture is complex: 1/3 of renter households are paying too much for rent in target areas, but even more paying too much outside target areas. This is likely because of voucher programs, which help more households in the target areas.

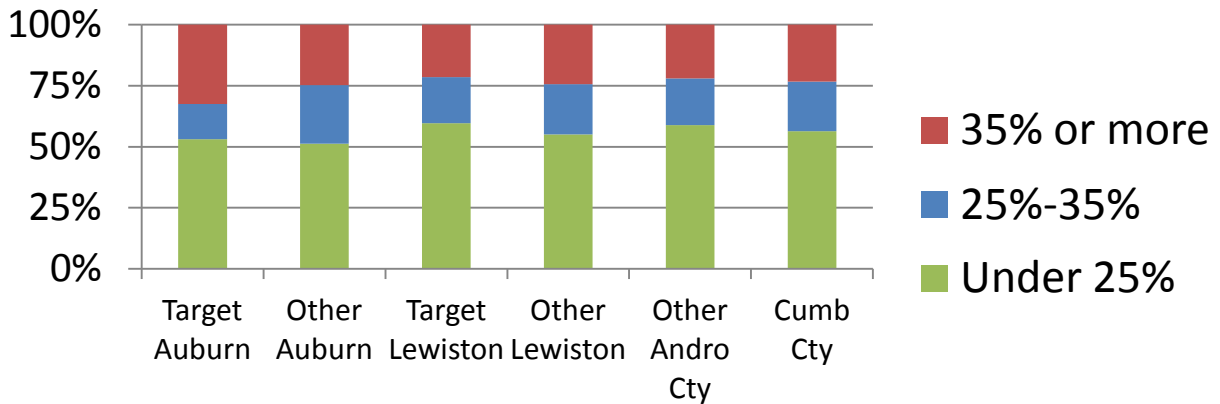
Proportion paying 1/3 of income for rent, 2012 (Source: US Census)



In terms of owners, it's a different picture, with more affordability problems in the target areas.

Proportion paying a third or more of income for owner housing, 2012

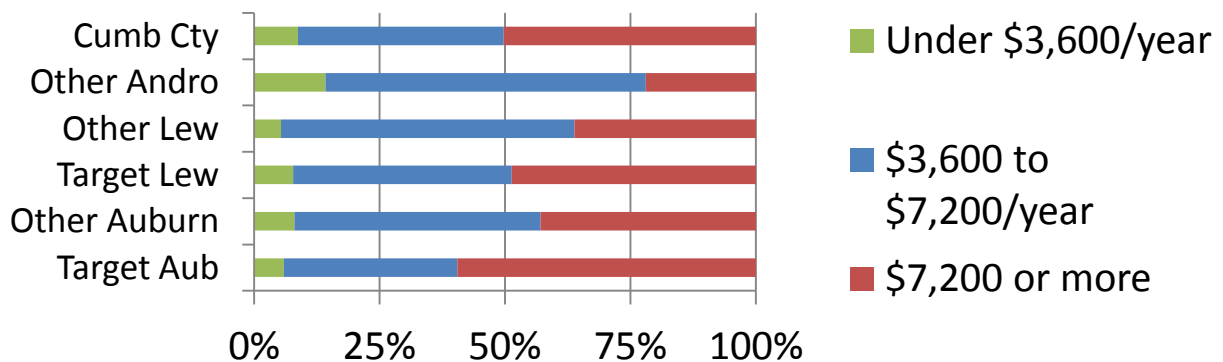
(Source: US Census)



Almost ½ of owner households (without mortgage) pay \$600+/month for expenses (including utilities, heat, taxes) in target areas. The high costs of heating old houses is likely a factor.

Proportion of homeowners without a mortgage paying expenses over \$7,200/year or \$600/month

(Source: US Census)



Cost of Housing (see chart above)

	Base Year: 2000	Most Recent Year: 2010	% Change
Median Home Value	0	0	0%
Median Contract Rent	0	0	0%

Table 28 – Cost of Housing

Data Source: 2000 Census (Base Year), 2006-2010 ACS (Most Recent Year)

Rent Paid	Number	%
Less than \$500	4,505	40.5%
\$500-999	6,295	56.7%
\$1,000-1,499	223	2.0%
\$1,500-1,999	18	0.2%
\$2,000 or more	71	0.6%
<i>Total</i>	<i>11,112</i>	<i>100.0%</i>

Table 29 - Rent Paid

Data Source: 2006-2010 ACS

Housing Affordability

% Units affordable to Households earning	Renter	Owner
30% HAMFI	1,185	No Data
50% HAMFI	2,770	430
80% HAMFI	7,400	2,095
100% HAMFI	No Data	3,930
<i>Total</i>	<i>11,355</i>	<i>6,455</i>

Table 30 – Housing Affordability

Data Source: 2006-2010 CHAS

Monthly Rent

Monthly Rent (\$)	Efficiency (no bedroom)	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom
Fair Market Rent	534	632	826	1,041	1,105
High HOME Rent	534	632	822	940	1,029
Low HOME Rent	505	540	648	749	836

Table 31 – Monthly Rent

Data Source: HUD FMR and HOME Rents

Is there sufficient housing for households at all income levels?

How is affordability of housing likely to change considering changes to home values and/or rents?

How do HOME rents / Fair Market Rent compare to Area Median Rent? How might this impact your strategy to produce or preserve affordable housing?

Discussion

Rent levels in Auburn and Lewiston target areas are relatively low. The combination of low rent levels and high maintenance costs for old buildings leads to issues of housing deterioration and poor condition. Many units are energy inefficient, and lead paint hazards are a problem.

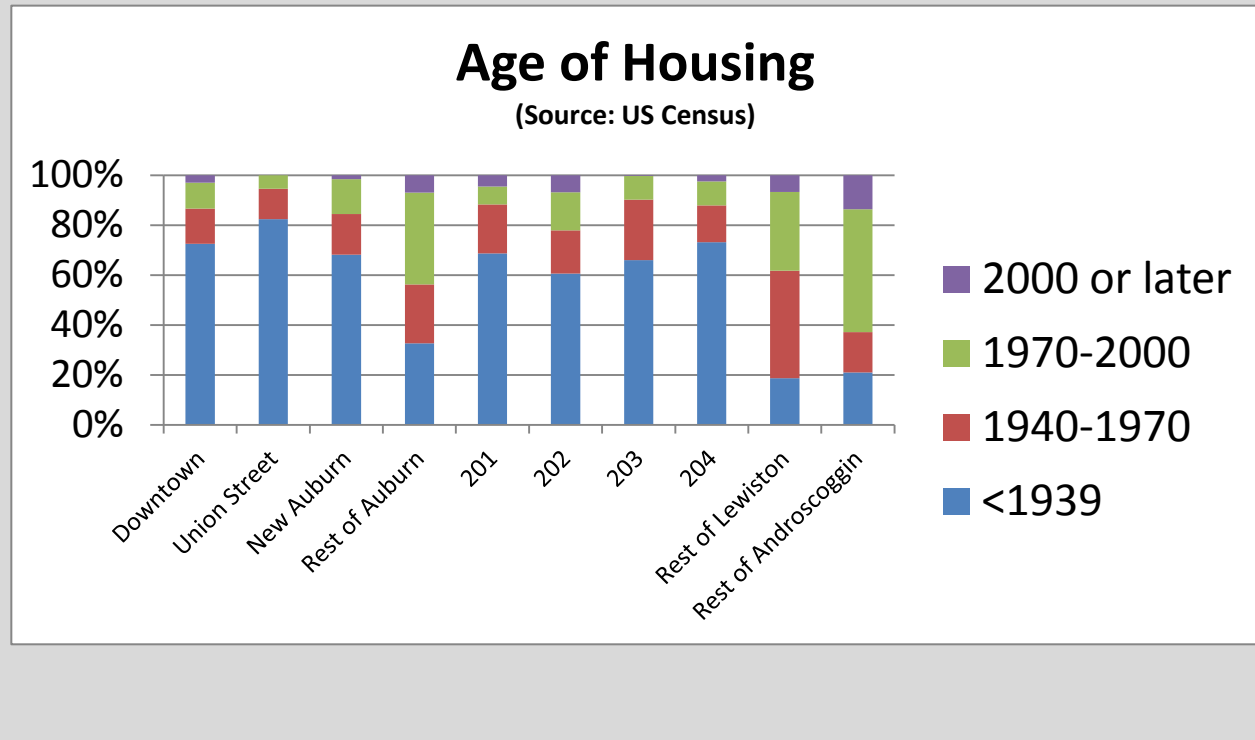
Despite lower rent levels, low incomes mean that too many households pay too much of their incomes for rent.

DRAFT

MA-20 Housing Market Analysis: Condition of Housing - 91.410, 91.210(a)

Introduction

Most of housing in the Auburn and Lewiston target areas was built before W.W. II.



Describe the jurisdiction's definition for "substandard condition" and "substandard condition but suitable for rehabilitation":

Auburn's definitions for substandard condition and substandard condition but suitable for rehabilitation are:

Substandard Condition – a building that is structurally unsafe; unstable; unsanitary; constitutes a fire hazard; is unsuitable or improper for the use or occupancy to which it is put; constitutes a hazard to health or safety because of inadequate maintenance, dilapidation, obsolescence or abandonment; or is otherwise dangerous to life or property.

Substandard Condition but Suitable for Rehabilitation – a building that is substandard by definition with conditions that can be corrected in an economical manner with development costs that will not exceed its potential market value. All buildings rehabilitated through the Community Development Department will meet Housing Standards and all applicable codes.

Condition of Units

Condition of Units	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
With one selected Condition	4,451	32%	4,501	41%
With two selected Conditions	20	0%	389	4%
With three selected Conditions	0	0%	78	1%
With four selected Conditions	0	0%	0	0%
No selected Conditions	9,605	68%	6,144	55%
Total	14,076	100%	11,112	101%

Table 32 - Condition of Units

Data Source: 2006-2010 ACS

Year Unit Built

Year Unit Built	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
2000 or later	807	6%	135	1%
1980-1999	2,688	19%	1,374	12%
1950-1979	5,786	41%	2,995	27%
Before 1950	4,795	34%	6,608	59%
Total	14,076	100%	11,112	99%

Table 33 – Year Unit Built

Data Source: 2006-2010 CHAS

Risk of Lead-Based Paint Hazard

Risk of Lead-Based Paint Hazard	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
Total Number of Units Built Before 1980	10,581	75%	9,603	86%
Housing Units build before 1980 with children present	6,750	48%	3,705	33%

Table 34 – Risk of Lead-Based Paint

Data Source: 2006-2010 ACS (Total Units) 2006-2010 CHAS (Units with Children present)

Vacant Units *Not available*

	Suitable for Rehabilitation	Not Suitable for Rehabilitation	Total
Vacant Units			
Abandoned Vacant Units			
REO Properties			
Abandoned REO Properties			

Table 35 - Vacant Units

Describe the need for owner and rental rehabilitation based on the condition of the jurisdiction's housing.

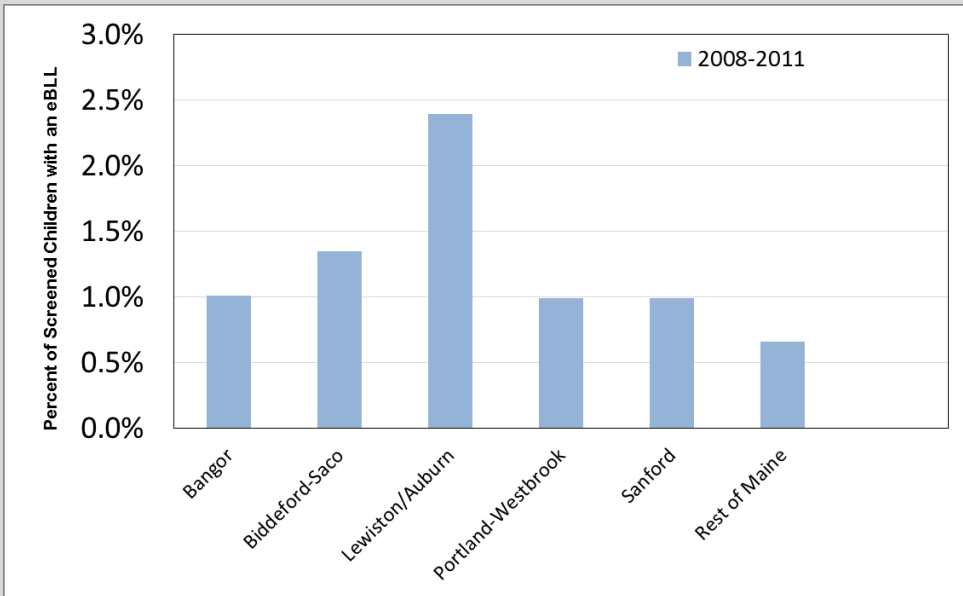
The housing stock in Auburn and Lewiston is old; half was built prior to WW II. Rent levels are relatively low as well. The combination of low rent levels and high maintenance costs for old buildings leads to issues of housing deterioration and poor condition. Many units are energy inefficient, and lead paint hazards are a problem.

Estimate the number of housing units within the jurisdiction that are occupied by low or moderate income families that contain lead-based paint hazards. 91.205(e), 91.405

Discussion

Lead poisoning is the leading health risk for children in Lewiston and Auburn. The two cities have lead poisoning rates three times as high as the rest of the state.

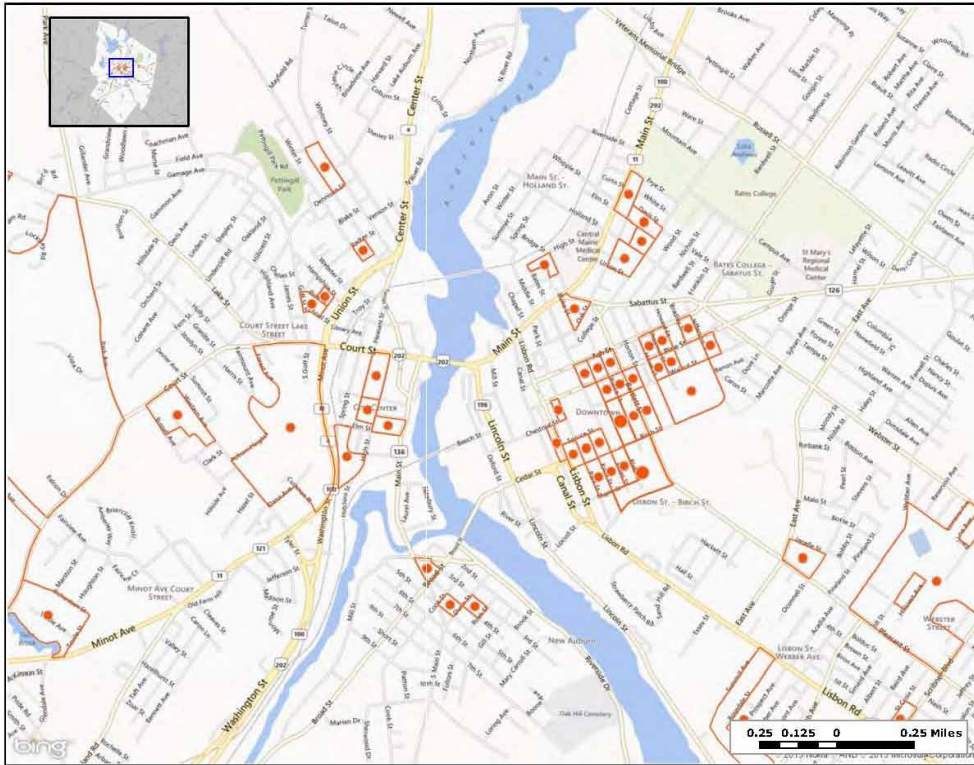
Lead Poisoning Rates in Maine High Density Areas



Source: Maine Childhood Lead Poisoning Prevention Program

From 2003-2012, among children under 6 years old, 171 Auburn children and 507 Lewiston children were poisoned by lead.

Number of children with an elevated blood lead test, among those screened, age 0-71 months, by Census Block in Auburn and Lewiston, Maine 2008-2012



Source: Maine Childhood Lead Poisoning Prevention Program

Several factors combine to put children Auburn and Lewiston at higher risk for lead poisoning: higher than average percentages of children under 5, a lower lead screening rate, a large proportion of pre-1950 housing, a higher proportion of multi-unit apartment buildings, and lower median household incomes.

In 2014, the Cities of Lewiston and Auburn received a \$3.4 million Lead-Based Paint Hazard Control Grant Program from HUD to make homes with low and very low income families lead safe.

The Lewiston Auburn Public Health Committee is currently considering the adoption of a strategic lead plan to reduce childhood lead poisoning through improved resource coordination and increased enforcement, outreach and blood testing.

A-25 Public And Assisted Housing - 91.410, 91.210(b)

Introduction

Totals Number of Units

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project - based	Tenant - based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units vouchers available	0	0	177	590	8	582	0	0	0
# of accessible units									

*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

Table 36 – Total Number of Units by Program Type

Data PIC (PIH Information Center)

Source:

Describe the supply of public housing developments:

Describe the number and physical condition of public housing units in the jurisdiction, including those that are participating in an approved Public Housing Agency Plan:

Public Housing Condition.

Public Housing Development	Average Inspection Score
Lake Auburn Townhouse	The score for public housing as a whole is 95 (scores not available separately).
Auburn HA Family Development	
Merrill Estates	
Auburn Esplanade	
Lincoln School Apartments	
Broadview Acres	

Table 42 - Public Housing Condition

Describe the restoration and revitalization needs of public housing units in the jurisdiction:

Auburn Housing Authority completed a green physical needs assessment last year and works from that document to help determine work items to be paid for through the Capital Fund grant program. The Housing Authority is replacing roofs at Broadview Acres and refrigerators at Family Development. They are doing some minor landscaping work at Family Development & Broadview Acres. The Housing

Authority is re-bidding the roof replacement for Merrill Estates as bids received were well over budget. They plan to begin phase I of sidewalk replacements at Family Development, and will be enclosing electric meters there.

Describe the public housing agency's strategy for improving the living environment of low- and moderate-income families residing in public housing:

Discussion:

Two of Auburn Housing Authority's seven commissioners are residents of different elderly housing developments, and a third is a former resident of Family Development who operates a family business & is now an Auburn home owner. The interests of lower income persons and minorities are well-represented in the composition of the Auburn Housing Authority's board. They continue to hold several board meetings each year in the community rooms of different housing developments to reach out to the residents who might not otherwise attend, thus offering them easier opportunities for participation in the governing process.

MA-30 Homeless Facilities and Services - 91.410, 91.210(c)

Introduction

The following table presents the homeless facilities and services in Auburn and Lewiston, combined.

Facilities Targeted to Homeless Persons

	Emergency Shelter Beds		Transitional Housing Beds	Permanent Supportive Housing Beds	
	Year Round Beds (Current & New)	Voucher / Seasonal / Overflow Beds	Current & New	Current & New	Under Development
Households with Adult(s) and Child(ren)	Abused Women's Emergency Shelter Hope Haven Gospel Mission		Abused Women's Recovery Center 597 Main St 97 Pierce St VOA Transitional Living	10 units (Blake St)	
Households with Only Adults	St. Martin De Porres		St Francis Howe Street Dual Diagnosis	6 units (Franklin Street)	
Chronically Homeless Households					
Veterans					Veterans Inc.
Unaccompanied Youth	New Beginnings New Beginnings street outreach		New Beginnings scattered site		

Table 37 - Facilities Targeted to Homeless Persons

Describe mainstream services, such as health, mental health, and employment services to the extent those services are used to complement services targeted to homeless persons

The Lewiston Auburn 10 Year Plan to End Homelessness identified difficulty locating assistance and navigating services (including for health, mental health, employment, and housing) as a problem for homeless persons, particularly for families and domestic violence survivors.

Homeless service providers describe the challenge of keeping people housed, and the need for case management to help with jobs, budgets and basic needs. For persons without a mental health or disability diagnosis, supportive services can be difficult to access unless there is a crisis.

List and describe services and facilities that meet the needs of homeless persons, particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth. If the services and facilities are listed on screen SP-40 Institutional Delivery Structure or screen MA-35 Special Needs Facilities and Services, describe how these facilities and services specifically address the needs of these populations.

Tedford Housing provides permanent supportive housing for individuals who have a disability and are experiencing homelessness at Franklin Apartments, Auburn. There are 6 1-bedroom units.

Tedford Housing provides permanent housing for homeless households with on-site supportive, case management services at Blake Street Family Apartments. There are 10 units including 1,2, and 3 bedrooms, and 2 mobility accessible units.

MA-35 Special Needs Facilities and Services - 91.410, 91.210(d)

Introduction (not required for non-HOPWA communities)

Including the elderly, frail elderly, persons with disabilities (mental, physical, developmental), persons with alcohol or other drug addictions, persons with HIV/AIDS and their families, public housing residents and any other categories the jurisdiction may specify, and describe their supportive housing needs

Describe programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing

Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. 91.315(e)

For entitlement/consortia grantees: Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. (91.220(2))

The Lewiston Auburn Alliance for Homeless Services (LAASH) calls for a “housing first” strategy that finds permanent housing for people as a first step towards making a better future. At the December 3, 2014 homelessness consultation, agencies recommended the following:

- Connect homeless to range of services, through case managers who can individualize recovery program
- Mentoring (Bridges Out of Poverty model) and life skills training
- Local Housing Authorities setting aside vouchers for homeless
- Comprehensive approach funded by foundation and local match

Tedford Housing currently provides 16 units of supportive housing in Auburn and Lewiston. There is a need for additional supportive housing for chronically homeless.

MA-40 Barriers to Affordable Housing - 91.410, 91.210(e)

Describe any negative effects of public policies on affordable housing and residential investment

The 2013 Analysis of the Impediments to Fair Housing Choice identifies the lack of investment as a major impediment in Auburn and Lewiston. “The combination of relatively modest rents, relatively old rental stock, and relatively high vacancy rate, leads to a situation where landlords do not invest in maintaining their properties, deterioration occurs, and fires happen. In addition, it is expensive for landlords to bring older buildings up to code, especially for tenants with disabilities.”

The 2005 Fair Housing Analysis for Auburn identified the lack of a rehab building code as an impediment. The 2013 report noted that the City of Auburn uses the Maine Uniform Building and Energy Code, which does allow some rehab variation. The Auburn CAC heard testimony that it is still not flexible enough.

MA-45 Non-Housing Community Development Assets - 91.410, 91.210(f)

Introduction

Auburn's target areas have higher rates of unemployment, lower levels of education, and lower incomes than the rest of the City.

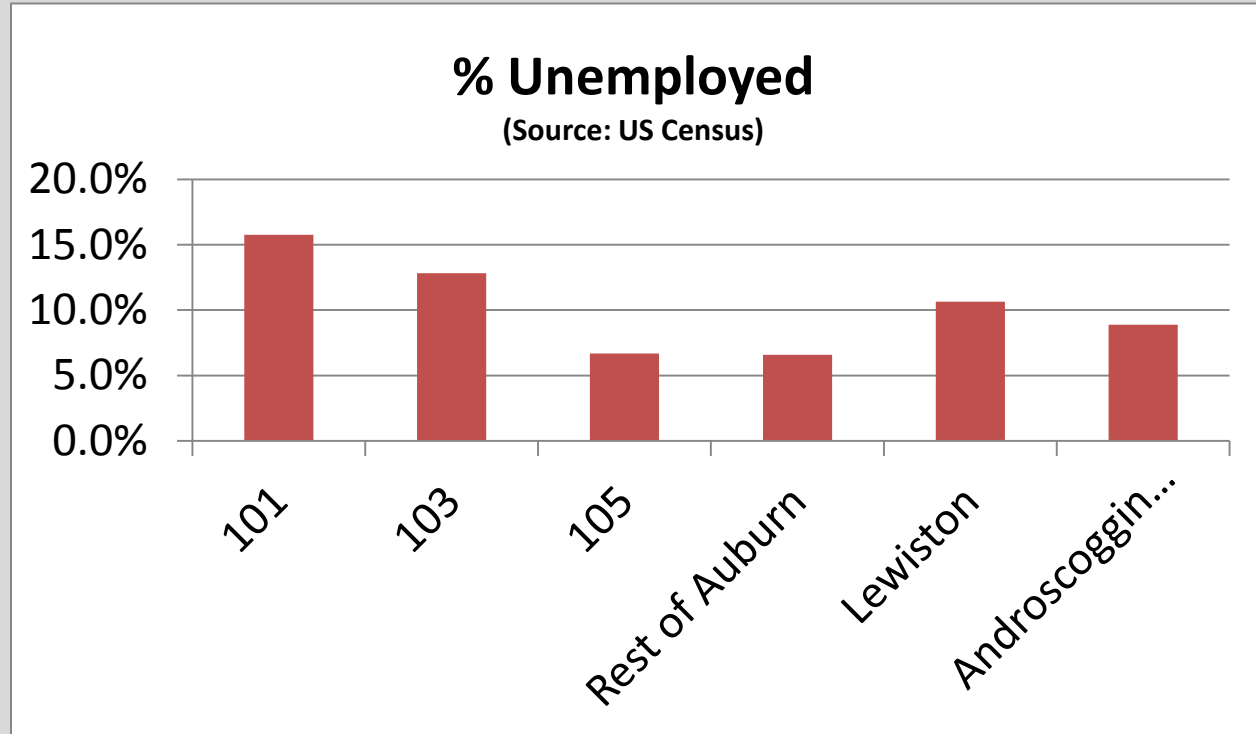
A presentation to the CAC from the Lewiston Career Center as part of the consolidated planning process emphasized barriers to employment. Children are graduating without work skills, and Auburn has one of the lowest levels for continuing education. Maine is heading for a labor shortage of 3,000 people per year, and there are plenty of jobs available for the unemployed. But generational poverty and a lack of post-secondary education are barriers, also people want perfect working conditions/no shift or weekend work, and there can be a lack of motivation for students.

Things that can be done to help change these barriers:

- Work Ready Program; teaching interpersonal skills, planning and organization, dependability, reliability professionalism, etc..
- Training/Education; multiple community agencies are helping in the process to educate and train potential employees
- Changing the mindset of the unemployed that there is a benefit to be working and not collecting unemployment; learning a new skill, work experience, money, doing something and meeting new people.
- Match people to their skills

Note that many of the data tables below, provided by HUD, present combined household data for Auburn and Lewiston. See Appendix A for Auburn-only household data.

Unemployment is higher in the downtown areas.



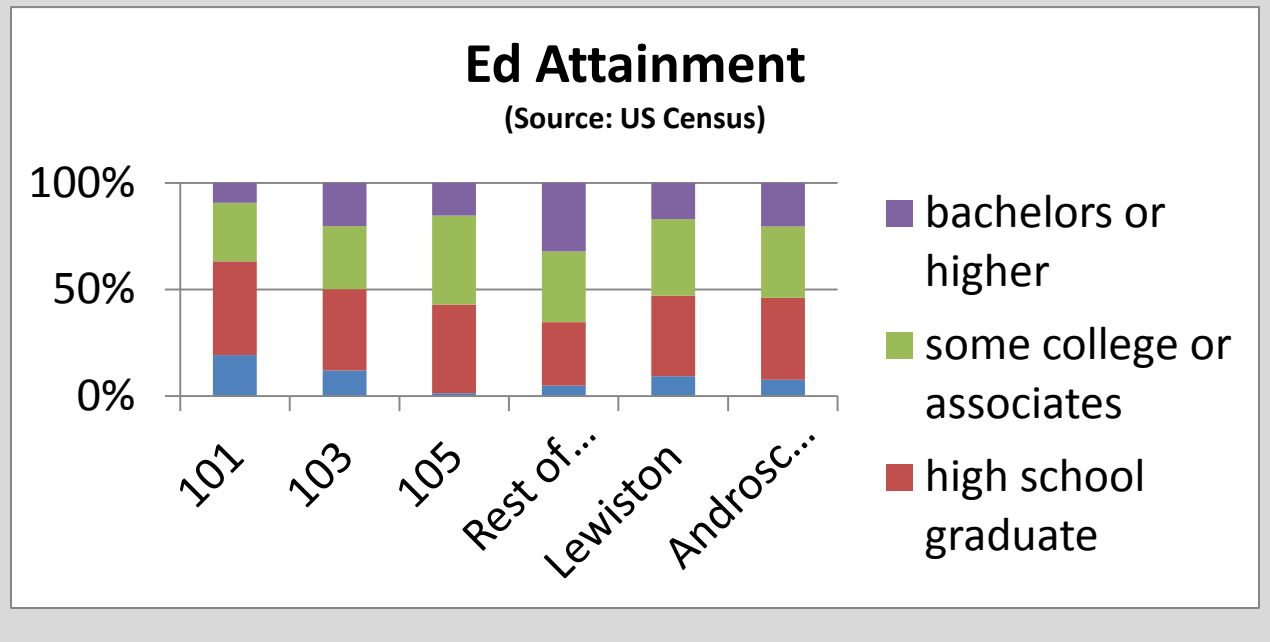
Labor Force

Total Population in the Civilian Labor Force	12,340
Civilian Employed Population 16 years and over	11,366
Unemployment Rate	7.89
Unemployment Rate for Ages 16-24	42.35
Unemployment Rate for Ages 25-65	3.29

Table 38 - Labor Force

Data Source: 2006-2010 ACS

Residents of the downtown areas have lower level of education.



Education:

Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Less than high school graduate	313	32	553
High school graduate (includes equivalency)	3,062	181	1,128
Some college or Associate's degree	3,071	146	583
Bachelor's degree or higher	3,172	62	413

Table 39 - Educational Attainment by Employment Status

Data Source: 2006-2010 ACS

Educational Attainment by Age

	Age				
	18-24 yrs	25-34 yrs	35-44 yrs	45-65 yrs	65+ yrs
Less than 9th grade	9	29	31	203	369
9th to 12th grade, no diploma	276	188	128	319	505
High school graduate, GED, or alternative	604	876	1,237	2,260	1,582
Some college, no degree	828	552	840	1,221	437

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Associate's degree	53	282	351	620	171
Bachelor's degree	120	884	542	1,013	230
Graduate or professional degree	0	60	462	698	219

Table 40 - Educational Attainment by Age

Data Source: 2006-2010 ACS

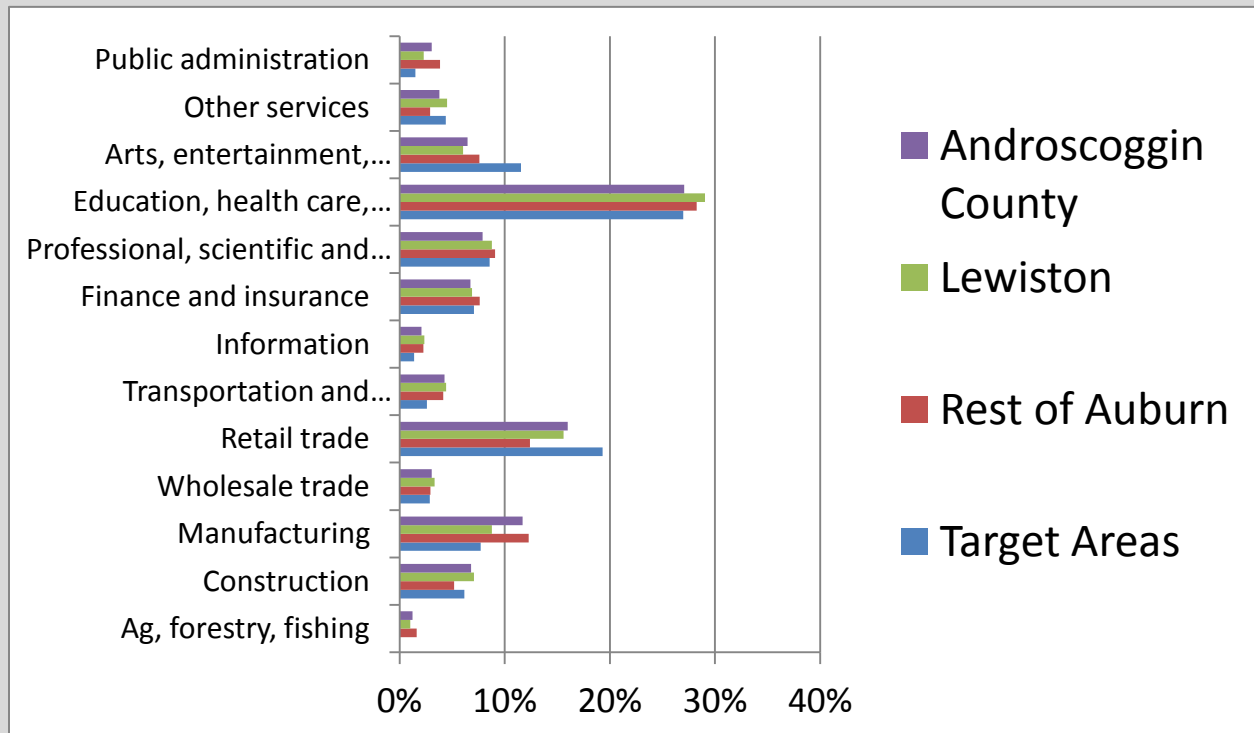
Educational Attainment – Median Earnings in the Past 12 Months

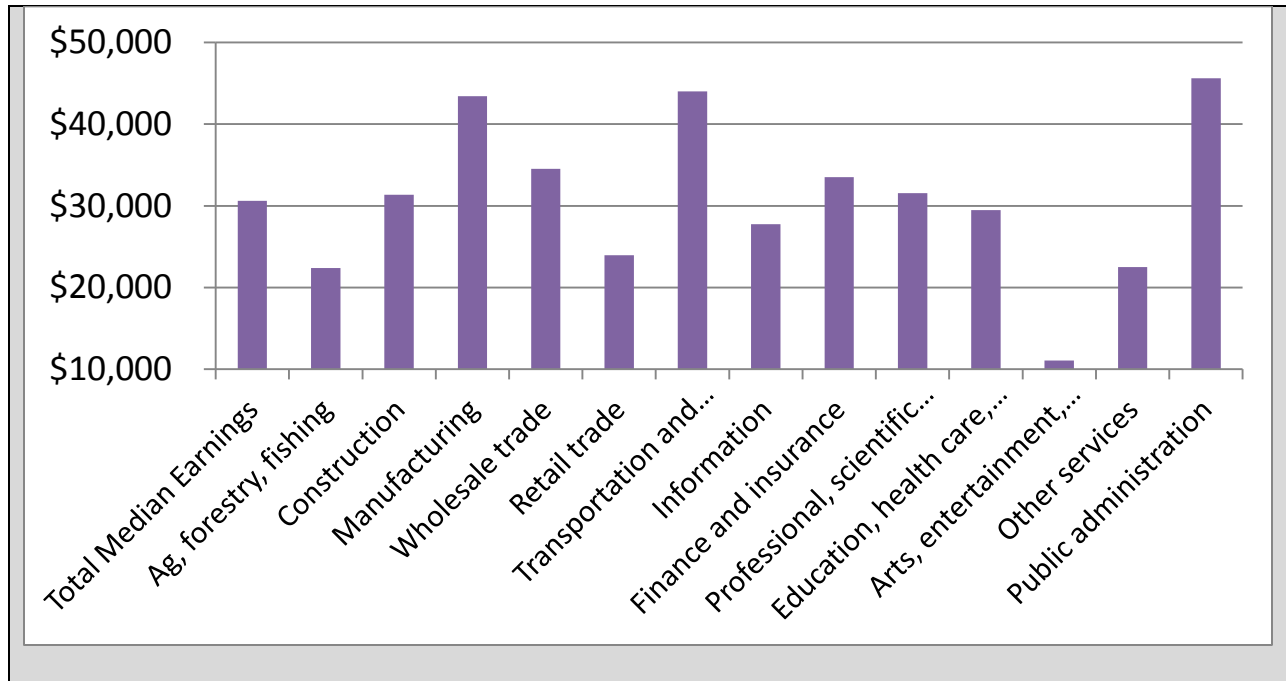
Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	22,321
High school graduate (includes equivalency)	27,140
Some college or Associate's degree	31,466
Bachelor's degree	40,132
Graduate or professional degree	55,531

Table 41 – Median Earnings in the Past 12 Months

Data Source: 2006-2010 ACS

Higher percentages of employed in Retail sales and Arts and entertainment in the target areas. But those are among the lowest earning industries.





Economic Development Market Analysis

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	51	12	1	0	0
Arts, Entertainment, Accommodations	869	1,404	9	10	1
Construction	437	672	5	5	0
Education and Health Care Services	2,289	1,921	24	13	-11
Finance, Insurance, and Real Estate	664	696	7	5	-2
Information	154	115	2	1	-1
Manufacturing	1,233	2,259	13	16	3
Other Services	270	517	3	4	1
Professional, Scientific, Management Services	627	908	7	6	0
Public Administration	45	12	0	0	0
Retail Trade	1,466	3,464	16	24	9
Transportation and Warehousing	390	905	4	6	2
Wholesale Trade	360	591	4	4	0
Total	8,855	13,476	--	--	--

Table 42 - Business Activity

Data Source: 2006-2010 ACS (Workers), 2010 Longitudinal Employer-Household Dynamics (Jobs)

Occupations by Sector	Number of People
Management, business and financial	2,468
Farming, fisheries and forestry occupations	500
Service	1,098
Sales and office	2,123
Construction, extraction, maintenance and repair	814
Production, transportation and material moving	480

Table 43 – Occupations by Sector

Data Source: 2006-2010 ACS

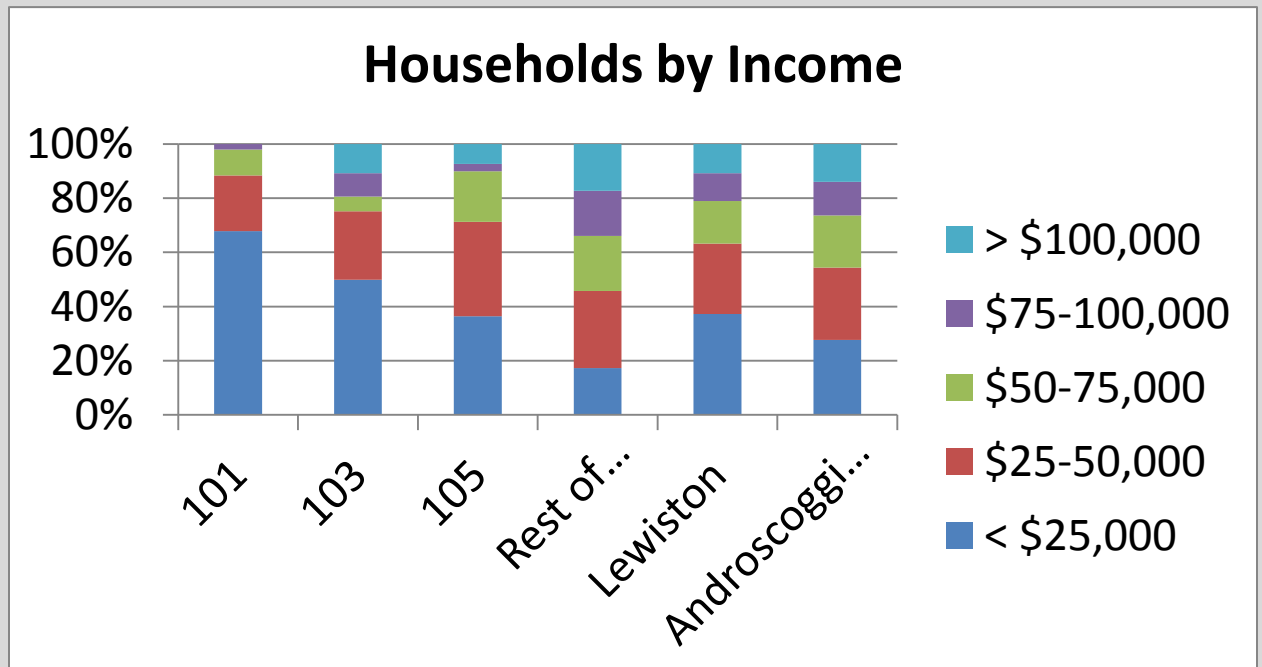
Travel Time

Travel Time	Number	Percentage
< 30 Minutes	8,292	76%
30-59 Minutes	2,224	20%
60 or More Minutes	336	3%
Total	10,852	100%

Table 44 - Travel Time

Data Source: 2006-2010 ACS

Higher unemployment and lower wage jobs means there are more households with lower incomes.



Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

Describe the workforce and infrastructure needs of the business community:

Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?

If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.

Discussion

The 2010 Auburn Comprehensive Plan describes the economy as diverse. “Economic development programs and projects seek to retain existing businesses and to attract new high quality firms to the area. They also are designed to support ventures that link education and the workforce to existing and new business ventures, in order to promote excellent employment opportunities.” Specific to the downtown, “the City promotes local smallscale retail, service, and office investment in the downtown in order to support a vibrant urban environment and provide amenities that serve downtown residents and workers.”

MA-50 Needs and Market Analysis Discussion

Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")

What are the characteristics of the market in these areas/neighborhoods?

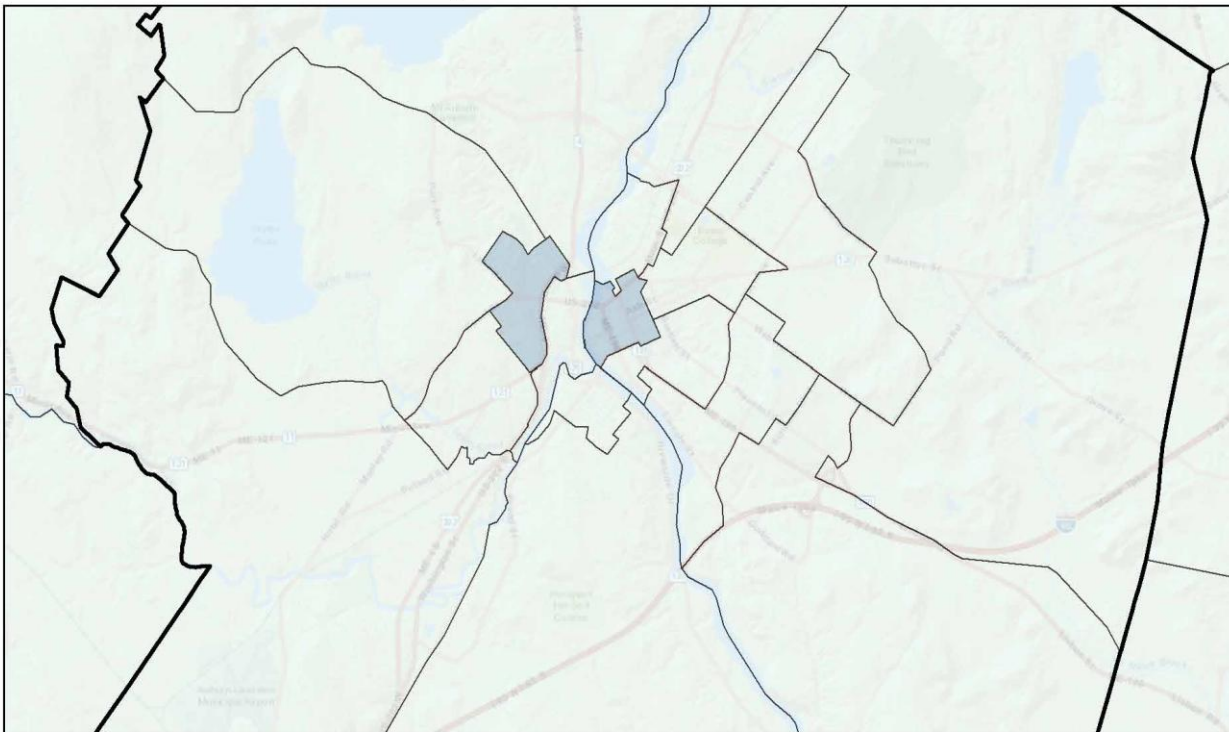
Are there any community assets in these areas/neighborhoods?

Are there other strategic opportunities in any of these areas?

The 2013 Analysis of Impediments to Fair Housing Choice describes how starting in 2001, approximately 4,000 immigrants, many from Somalia, moved to Lewiston Auburn, relocating from their initial placement elsewhere in the United States. "This new population is not evenly distributed; of the Black/African American population in Lewiston Auburn (combined), 61% live in the Lewiston target area. There are considerable cultural and language barriers between New Mainers and landlords in both cities, especially Lewiston. As tenants, many New Mainers lack information about their rights and responsibilities, and landlords can exploit language barriers."

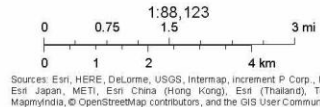
The report recommends that the two cities work together to create a series of workshops for landlords and tenants, including New Mainers, and distribute posters about tenant rights and responsibilities at local schools in local languages. In addition, to help increase the number of mortgages to New Mainer families, the report recommends that the cities work with lenders to identify culturally appropriate home financing products, and advertise them to the community.

CPD Maps - Black or African American alone



February 9, 2015

Override 1 **BlackAfricanAmericanAlone** 6.85-22.6%
B03002EST4_PCT
<6.85%



Strategic Plan

SP-05 Overview

Strategic Plan Overview

I. Introduction

This is an overview of the goals and strategies that are proposed to govern the City of Auburn in the coming five years in its spending of funds from the Community Development Block Grant (CDBG) and the HOME Investment Partnerships Programs.

The mission of the CDBG and HOME programs in Auburn is to make the city a better place to live.

The City of Auburn receives roughly \$500,000 dollars per year from the Community Development Block Grant (CDBG) program, and \$170,000 dollars a year from the HOME program. In addition, there are funds that come into these programs each year from the repayment of loans made in prior years, or from funds otherwise reprogrammed. The City of Auburn CDBG program has emphasized providing loans rather than grants in past years. As a result of following this practice over many years, Auburn now benefits from a steady flow of payments, even in years when federal allocations are cut. This year, for example, the total of CDBG and HOME funds available to Auburn is projected to be nearly \$1 million.

The national purpose of the CDBG program is "... the development of viable urban communities, by providing decent housing and a suitable living environment, and expanding economic opportunities principally for persons of low and moderate income." The national purpose of the HOME program is "to create affordable housing for low-income households."

CDBG funds are spent in a "target area" in the community in which there is a high proportion of low and moderate income people. The uses of the funds are limited to housing improvements, infrastructure improvements, job creation, and social services. So long as the national test is met, there is considerable flexibility in the use of the funds, although social service spending has a cap of 15% of available program funds.

While \$1 million may seem a lot of money, it goes quickly when spent on construction projects, such as housing and roads and sidewalks. For this reason, the strategic plan identifies supporting activities that the City Council in Auburn could take in the coming five years to complement and leverage CDBG spending. The leverage need not be money; city code and policy changes can also have a beneficial impact on housing conditions in Auburn.

This strategic plan was developed by the Auburn Citizen's Advisory Committee, which met 8 times between September, 2014, and January, 2015. The committee is chaired by Councilor Adam Lee, and includes:

Rick Whiting	Auburn Housing Authority/Housing Investor
Mitch Thomas	Franco Center - Arts/Culture
Larry Pelletier	New Auburn
Belinda Gerry	New Auburn
Lisa Aube Cote	New Auburn/Landlord
Joe Gray	New Auburn/Small business
Doris Russell	Downtown
Kelli Flynn Aiken	Downtown
Judy Webber	Union Street
Gure Ali	Immigrant Community
Adam Dow	Union Street/Business community
Peter Flanders	Investor/Landlord
Steve Letourneau	Neighborhood Partner /Social Service/Faith-based
Rob Kilgore	Downtown/Resident
Tom Poulin	Community Organization (PAL)
Theresa Smith	Downtown/Small business (Penley House)

II. Target Area

The target area for Auburn’s CDBG program was initially identified by means of a housing conditions survey in 2009. Those areas with a high proportion of houses in need of repair were selected as the targets, including: Downtown, New Auburn, Union Street, Sandy Beach, and Manley Road area.

This year the staff and Citizen’s Advisory Committee chose to focus on the three in-town neighborhoods.

These neighborhoods have very high proportions of old and substandard housing and of poverty and social problems (see Figure 1). They are also part of the historic core of Auburn, with significant employment, and their success is important to the City’s overall success in years ahead.

For these reasons, the target area for Auburn’s CDBG program in the coming 2015-2019 period will be Downtown, New Auburn, and Union Street (see Figure 2).

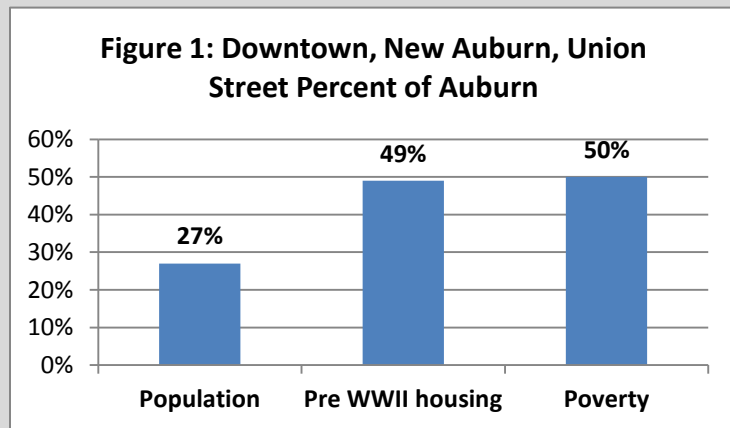


Figure 2: Target Area



III. Needs, Goals, Strategies, and Outputs

The strategic plan has 4 high priority, 3 medium priority, and 2 low-priority goals.

1. The high priority goals are to:
 - A. Support People in their Efforts to Transition Out of Poverty
 - B. Prevent Deterioration of Housing Stock
 - C. Promote Jobs and Development
 - D. Make Neighborhood Streets Safer and More Walkable

2. The medium priority goals are to:
 - A. Prevent Homelessness
 - B. Increase Owner Occupancy
 - C. Improve Parks and Establish Community Gardens

3. The low priority goals are:
 - A. Support Fair Housing and Increase Housing Choice
 - B. Support New Housing Construction

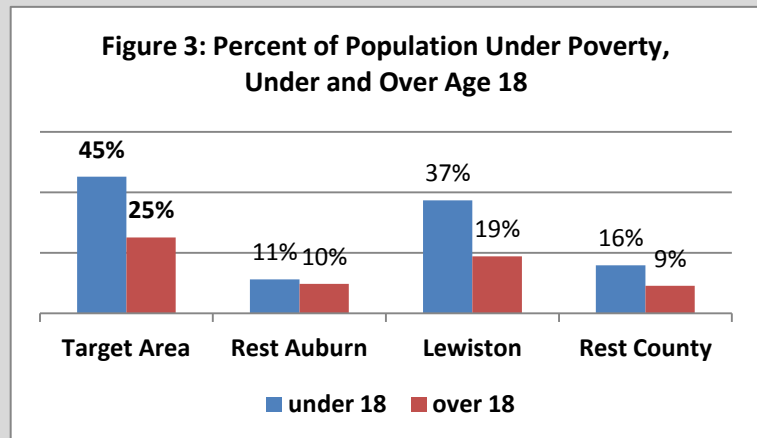
Each is described below.

1. High Priority Needs, Goals, and Strategies

High Priority A: Support People in their Efforts to Transition Out of Poverty

Poverty increased in Auburn during the recent recession, as it did all across the country. But a disturbing trend coming out of the recession is the high proportion of children living in Auburn target areas that are growing up under poverty. Nearly 1 in 2 children under the age of 18 and living in the Auburn target area is growing up under poverty (see Figure 3).

The Citizen's Committee listened to teachers, policemen, economic developers, social service providers, and neighbors, all of whom expressed concern that a large generation of young people was growing up without skills, without adult supports, and without the tools to succeed in the modern economy.



The Committee recognized that this a much larger problem than the Auburn CDBG program can solve. Still they felt that any social services funds that are provided through the program should address the issue of intergenerational poverty by focusing on children, and particularly those that work with the whole family.

All social service providers receiving CDBG funds will move to an outcome-based approach by measuring the impact of their efforts rather than program outputs.

CDBG/HOME strategy

1. Focus on helping young people growing up in poverty to get the personal and educational skills needed to live a healthy and productive adult life.
 - a. Expand programming for at-risk teenagers that helps them learn work skills, graduate from high school
 - b. Create youth apprenticeship opportunities with local businesses
2. Support low-income adults to successfully provide for themselves and their families through education and development of employment skills including mentoring, work readiness, and job training programs.

Supporting City policies

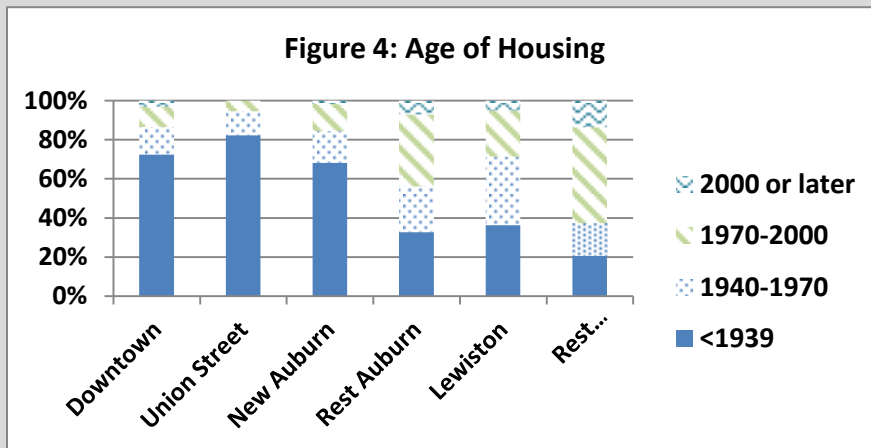
1. Support pre-kindergarten programming in public schools
2. Support public transportation improvements to make it easier for in-town workers to get to jobs near the Turnpike

5-year outputs

1. 200 young people helped to gain work ready or job skills (CDBG)
2. 200 adults households helped to gain work ready or job skills (CDBG)

High Priority B: Prevent Deterioration of Housing Stock

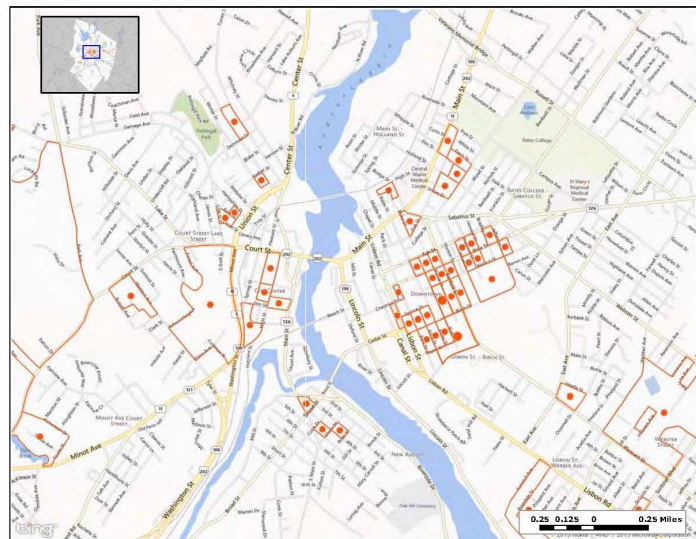
Over half of the housing stock of in-town Auburn was built prior to World War II. When old housing is combined with tenants and owners who have low incomes, the inevitable result is housing deterioration. Many of these housing units are not properly weatherized, have old electrical and plumbing systems, and have difficult access for elderly or disabled.



In addition, old housing has a greater likelihood of having lead paint. Lead poisoning is the leading health risk for children in Auburn and Lewiston. From 2003 to 2012, 171 Auburn children were poisoned by lead.

Figure 5: Lead Test Results

Number of children with an elevated blood lead test, among those screened, age 0-71 months, by Census Block in Auburn and Lewiston, Maine 2008-2012



This year Lewiston and Auburn received a major grant to reduce childhood lead poisoning.

There is a psychology to neighborhood improvement. When people see their neighbors fixing up their homes and apartments, they are encouraged to do so to. In order to spur this process, a small amount of funds should be available for such high-visibility improvements as painting, clean-up, porch-fixing, etc.

CDBG/HOME strategy

1. Provide grants, deferred loans, and low-interest loans for the rehabilitation of owner and rental housing that is occupied by low and moderate income households

2. Provide matching funds to implement the 3-year federal grant to reduce childhood lead poisoning
3. Provide Community Development staff support to the Lewiston-Auburn Lead Subcommittee to assist with implementation of the *5-year Strategic Action Plan for the Reduction of Childhood Lead Poisoning in the Cities of Auburn and Lewiston*.
4. Financially support code enforcement activities that result in improvements to the housing stock
5. Provide financial assistance to encourage exterior, as well as health and safety improvements

Supporting City policies

1. Create Task Force to review current codes and inspection practices, with the goal of having more tools to require landlords to maintain their properties and manage their tenants' behaviors. The Task Force should consider changes such as:
 - a. tougher housing maintenance standards for absentee landlords
 - b. higher financial penalties for unaddressed code violations
 - c. proactive housing inspection practices, not just reactive (i.e., issuing housing occupancy permits when new tenants move in, or establishing a 3 year schedule of inspecting all apartments)
 - d. training neighborhood volunteers in code standards
2. Make the existing code processes easier to navigate for those who are investing in and rehabilitating housing.
 - a. Have flexibility in-house in administering code (use "authority having jurisdiction")
 - b. Create/publicize in-house code appeals process
 - c. Push for state law change in renovation code
3. Work with local banks and the Lewiston-Auburn Economic Growth Council to develop ready financing for investors seeking to purchase and/or upgrade small multifamily buildings in Auburn.

5-year outputs

1. 90 homeowner housing units rehabilitated to achieve health and safety standards (CDBG and HOME)
2. 100 homeowner and rental housing units will be made lead safe (CDBG)
3. 40 rental units assisted with visible exterior improvements (CDBG)
4. 500 target area rental buildings inspected by Code Enforcement of which 125 health and safety violations will be corrected with private funds and 45 will be corrected with public funds (CDBG)

High Priority C: Promote jobs and development

The target areas of Auburn were home to 3,350 jobs in 2011. This was down 9% since 2002. However, there was significant increase in jobs paying over \$40,000/year in the target area. Lower-paying jobs are contracting – fewer manufacturing, distribution, and construction – but higher paying jobs are growing – such as professional services and medical. Continued success for downtown in attracting high-quality jobs will have beneficial spin-offs to the entire area.

CDBG/HOME Strategy

1. Assist small businesses to start up, succeed, and grow through:
 - a. Loans and grants to upgrade and adapt buildings in the target area
 - b. Loans to support job creation for low-income people anywhere in the city

Supporting City policies

1. Consider the creation of financial incentives for small businesses to grow

5-year outputs

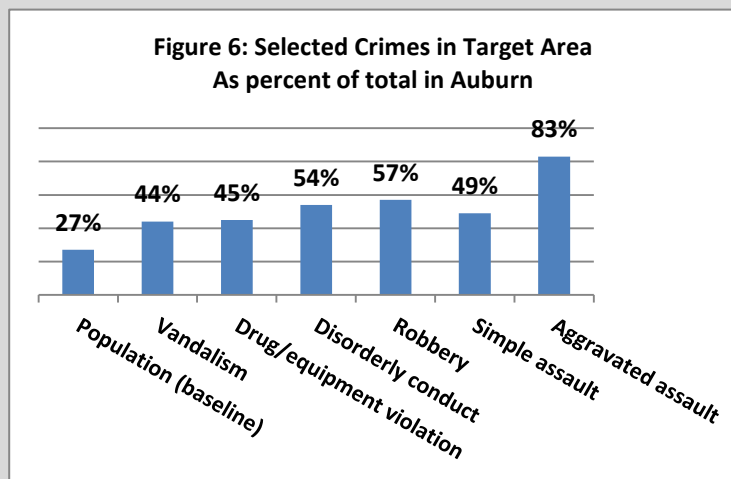
1. 20 businesses assisted (CDBG)

High Priority D: Make Neighborhood Streets Safer and More Walkable

The target area neighborhoods have a higher rate of crime than the rest of the city (see Figure 6). At neighborhood meetings in New Auburn and Union Street, neighbors expressed their fears about walking at night near dimly lit city parks.

A second safety issue that arose at the meetings, and also in interviews conducted by Bates students, is the difficulty of walking in the area. The combination of through-traffic whizzing by, inadequate snow plowing, bumpy sidewalk surfaces, and infrequent controlled crossings makes walking a problem.

Some of these issues can be solved with better signs and road striping. But actual infrastructure costs money. A thousand feet of sidewalk reconstruction (both sides of the street), along with lights and landscaping, costs about \$350,000.



This is a need that requires more resources than CDBG money alone. For this reason, the Committee recommends a cooperative strategy

CDBG/HOME Strategy

1. Provide infrastructure funds on a 50% match of City capital improvement funds for lighting, sidewalks, landscaping improvements in target areas

Supporting City policies

1. Provide City CIP matching funds for CDBG projects for lighting, sidewalks, landscaping improvements in target areas
2. Use low-cost traffic management techniques – signs and striping – to reduce traffic speeds in neighborhoods
3. Make use of resources like Efficiency Maine to upgrade lighting and save electricity costs.

5-year output

1. 3,000 linear feet of improved streetscapes with repaved sidewalks, lighting, and landscaping (CDBG)

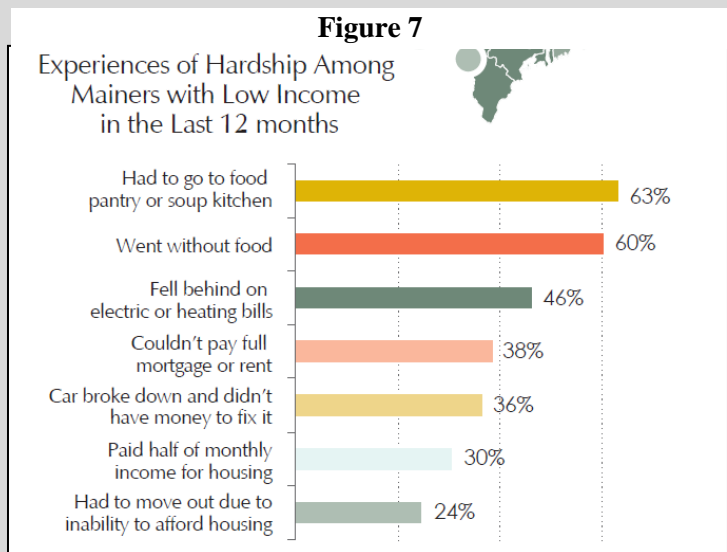
2. Medium Priority Needs, Goals, and Strategies

Medium Priority A: Prevent Homelessness

Every year, the Maine State Housing Authority counts the number of homeless in shelters or on the street on a given night. In 2013, this survey identified 486 homeless people in Androscoggin County, mostly in Lewiston and Auburn.

However, this is just the tip of the iceberg. There are over 3,300 people living under poverty in Auburn. Many are on the brink of crisis. A survey of low income Maine people in 2014 found that, in the last year, 46% couldn't pay their utility bill at one point; 39% couldn't pay the full rent that month; 36% experienced having a car break down with no money to fix it; a quarter were forced to move because they couldn't afford their housing (see Figure 7).

Given this reality, preventing homelessness requires more than additional shelter beds. It requires help for people to get their lives together and to connect with jobs, as is described in the recommendations with regard to poverty above. It also requires helping the individuals and families to find new permanent housing. Without a stable address, it is impossible for people to get to work regularly, to stay healthy, or to plan for the future. This is why the Lewiston Auburn Alliance for Homeless Services (LAASH) calls for a "housing first" strategy that finds permanent housing for people as a first step towards making a better future.



CDBG/HOME Strategy

Support homeless people first with housing, then with services to help them provide for themselves and their families through work readiness training and job skill development.

1. Support homeless people first with housing, then with services to help them provide for themselves and their families through work readiness training and job skill development.
2. Provide staff support to Lewiston-Auburn Alliance for Services to the Homeless (LAASH) to improve access to services and housing for persons who are homeless or at risk.
3. As a first step towards helping the homeless or at-risk households re-integrate into the community provide a City-sponsored Security Deposit Program as well as other "housing first" approaches.

5-year outputs

1. 200 homeless assisted with case management (CDBG)
2. 125 homeless or at risk of homelessness assisted with security deposits (HOME)

Medium Priority B: Increase Owner Occupancy

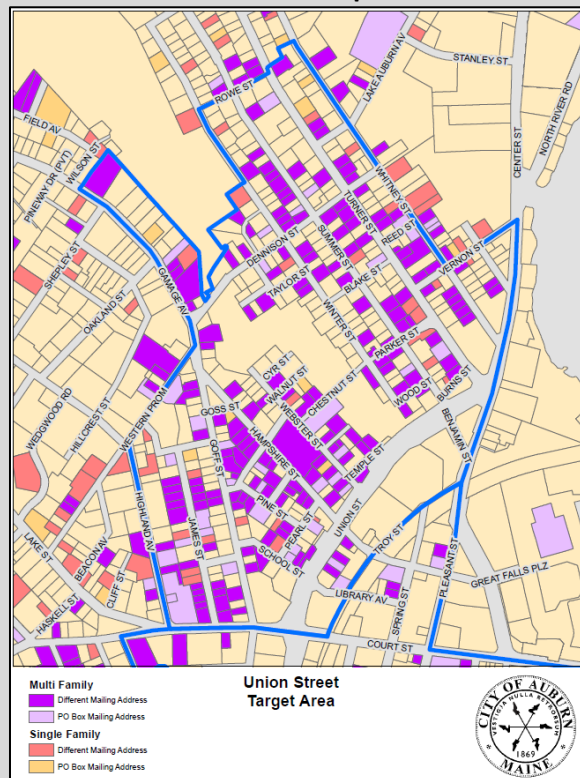
About a quarter of the occupied housing units in the Auburn target area (27%) are owner-occupied. This is much less than the ownership rate in the rest of Auburn (69%), or in the rest of Androscoggin County outside of Auburn (76%).

There is nothing wrong with rental housing. Rental housing meets the needs of a mobile population, and is particularly attractive to young people. So rental housing is needed.

But owner housing is also needed. There has to be a balance. Studies have regularly shown that homeowners tend to live in their housing longer; tend to care more about their neighborhood; tend to be more likely to vote and get involved in civic activities; and, obviously, care about the condition of their house and neighboring houses.

Neighbors and city staff report that the hardest code violations to address are those that are caused by properties who are owned by absentees, many of whom live far from Auburn. Figure 8, below, of the Union Street neighborhood shows a strong pattern of absentee ownership. Local ownership of housing in the area needs to increase.

Figure 8: Absentee Residential Ownership in Union Street Neighborhood



CDBG/HOME Strategy

1. Make it easier for renters to become homeowners
 - a. Financial help for down payments and financial counseling for low-moderate income renter households seeking to purchase a first home in Auburn

- b. Find alternative mortgage financing for New Americans and other residents to be able to move up to homeownership, and work with Auburn Housing Authority to identify potential owners

Supporting City policies

- 1. Market in-town Auburn as a good place to live and own a home
 - a. Meet with real estate agents to explain programs, advantages of in-town living

5-year outcomes

- 1. 25 renters assisted to purchase a home (HOME)

Medium Priority C: Improve Parks and Support Community Gardens

Auburn has important recreational assets in the target area – both along the River and inland (see Figure 9). Two issues came up in the public meetings regarding the downtown parks: first, some are unlit or dimly lit, and do not feel safe to walk through at night; and second, the value of the individual parks could be enhanced if they were connected by bicycle or pedestrian trails.

Bates College students conducted personal interviews of people in the Downtown, New Auburn and Union Street neighborhoods. The survey results demonstrated a desire by all three neighborhoods to use public lands for community gardens (favored by Downtown 92.9%; New Auburn 81.82%; and Union Street 85.1%). Community gardens provide an opportunity for social interaction allowing people to feel a sense of community, embrace their neighborhood, and connect to the environment. Studies have shown that with community gardens in a neighborhood that crime goes down, neighborhood pride goes up, and people come together to talk about things of community interest. More importantly, a small plot can produce nutritious food for a family.

Figure 9: In town Parks



CDBG Strategy

- 1. Enhance physical infrastructure of key in-town parks
 - a. Improve lighting at Union Street
 - b. Extend the Riverwalk into New Auburn
 - c. Improve walkways to and from park
- 2. Provide opportunities for growing fresh healthy foods by establishing community gardens in the Downtown, Union Street and New Auburn target areas.

Supporting City policies

- 1. Expand programming of activities within the priority parks, particularly in evenings (dances, concerts, etc.)

5-year outputs

- 1. 2 city parks/1 upgraded and 1 new (CDBG)
- 2. 3 community gardens (CDBG)

3. Low Priority Needs, Goals, and Strategies

Low Priority A: Support Fair Housing and Increase Housing Choice

In 2013, the cities of Auburn and Lewiston conducted a study of the impediments to fair housing in the area. The study concluded that the major problem facing the rental market was a lack of knowledge of rights and responsibilities, among both landlords and tenants. The major recommendation of the study was to conduct workshops to increase awareness (see Figure 10).

In the homeowner market, the major issue is the difficulty of finding home buyer financing that complies with the needs of the New American population in the region, many of whom are Muslim.

CDBG Strategy

1. Conduct workshops for both landlords and tenants about the right and responsibilities of each party, and the avenues for redress in the event of a problem; sponsor fair housing poster contest in schools
2. Work with local financing institutions to make alternative homebuying products available to those whose religious beliefs prevent the use of conventional mortgage financing

5-year outputs

1. 4 landlord and 4 tenant workshops on housing laws; 4 fair housing poster contests (CDBG)

Low Priority B: Support New Housing Construction

The majority of the housing in the target area was built before World War II. While rehabilitation is the highest priority for housing in the area, occasionally an opportunity may arise to partner with a developer to build new affordable housing in-town, and such new construction can help to revitalize a portion of a neighborhood, and in the process lead to more investment and more people in-town.

CDBG Strategy

1. Provide financial assistance to developers of high-quality affordable housing in the target areas of Auburn.

5-year outputs

1. 60 new affordable rental units (HOME)

Figure 10: Priority Strategies of Fair Housing Plan

Strategies
1. Landlord workshops: Educate landlords about rights and responsibilities. Focus on established organizations. Include public safety officers, who respond to landlord or tenant complaints. Do event evaluations.
2. Tenant Workshops: Educate tenants about rights and responsibilities. Focus outreach to tenants of recently trained landlords. Target specific groups: New Mainers, young tenants, tenants with disabilities. Include public safety officers. Do event evaluations.

SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

Geographic Area

Census tract 101
Census tract 103
Census tract 105

Table 45 - Geographic Priority Areas

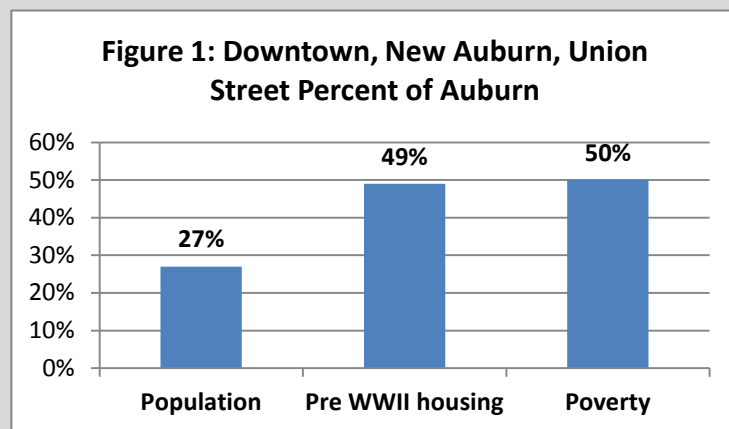
General Allocation Priorities

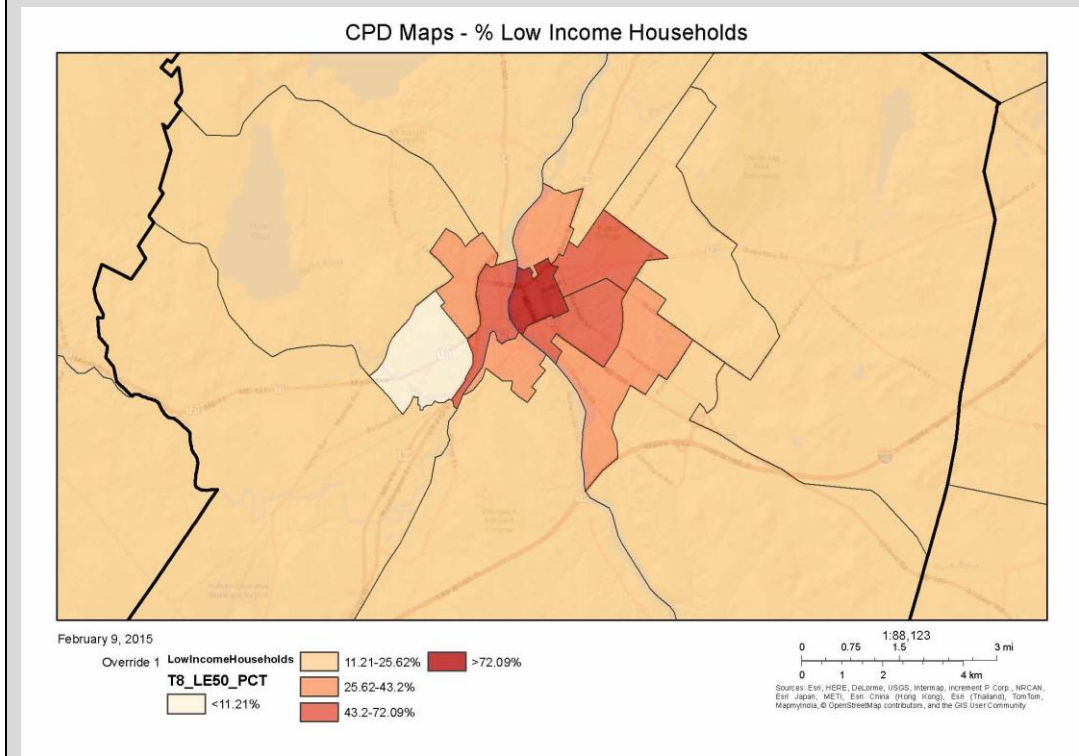
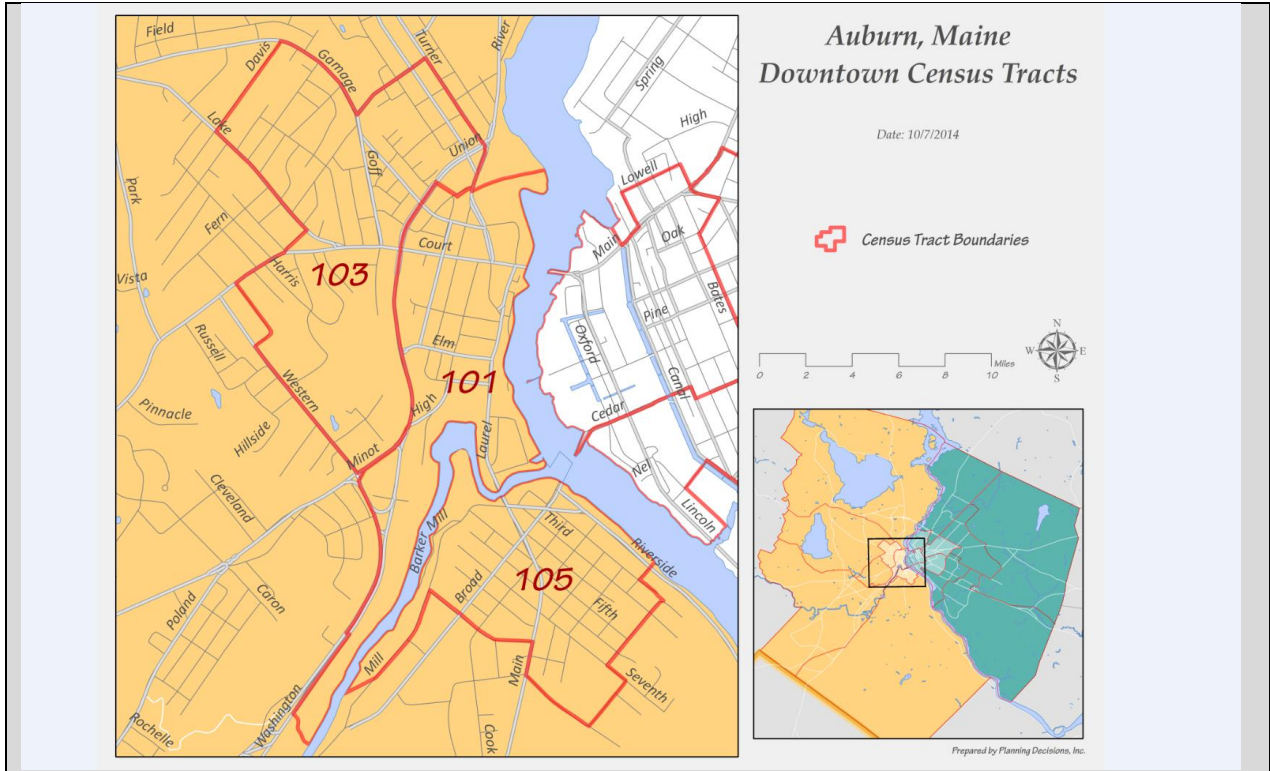
Describe the basis for allocating investments geographically within the state

The target area for Auburn’s CDBG program was initially identified by means of a housing conditions survey in 2009. Those areas with a high proportion of houses in need of repair were selected as the targets, including: Downtown, New Auburn, Union Street, Sandy Beach, and Manley Road area.

This year the staff and Citizen’s Advisory Committee chose to focus on the three in-town neighborhoods. These neighborhoods have very high proportions of old and substandard housing and of poverty and social problems (see Figure 1). They are also part of the historic core of Auburn, with significant employment, and their success is important to the City’s overall success in years ahead.

For these reasons, the target area for Auburn’s CDBG program in the coming 2015-2019 period will be Downtown, New Auburn, and Union Street (see Figure 2).





SP-25 Priority Needs - 91.415, 91.215(a)(2)

Priority Needs

Narrative

Name	Priority	Population	Basis
Support People in their Efforts to Transition Out of Poverty	High		<p>Poverty increased in Auburn during the recent recession, as it did all across the country. But a disturbing trend coming out of the recession is the high proportion of children living in Auburn target areas that are growing up under poverty. Nearly 1 in 2 children under the age of 18 and living in the Auburn target area is growing up under poverty. The Citizen’s Committee listened to teachers, policemen, economic developers, social service providers, and neighbors, all of whom expressed concern that a large generation of young people was growing up without skills, without adult supports, and without the tools to succeed in the modern economy.</p> <p>The Committee recognized that this a much larger problem than the Auburn CDBG program can solve. Still they felt that any social services funds that are provided through the program should address the issue of intergenerational poverty by focusing on children, and particularly those that work with the whole family.</p> <p>All social service providers receiving CDBG funds will move to an outcome-based approach by measuring the impact of their efforts rather than program outputs.</p>
Prevent Deterioration of Housing Stock	High		<p>Over half of the housing stock of in-town Auburn was built prior to World War II. When old housing is combined with tenants and owners who have low incomes, the inevitable result is housing deterioration. Many of these housing units are not properly weatherized, have old electrical and plumbing systems, and have difficult access for</p>

			<p>elderly or disabled.</p> <p>In addition, old housing has a greater likelihood of having lead paint. Lead poisoning is the leading health risk for children in Auburn and Lewiston. From 2003 to 2012, 171 Auburn children were poisoned by lead. This year Lewiston and Auburn received a major grant to reduce childhood lead poisoning.</p> <p>There is a psychology to neighborhood improvement. When people see their neighbors fixing up their homes and apartments, they are encouraged to do so to. In order to spur this process, a small amount of funds should be available for such high-visibility improvements as painting, clean-up, porch-fixing, etc.</p>
Promote Jobs and Development	High		<p>The target areas of Auburn were home to 3,350 jobs in 2011. This was down 9% since 2002. However, there was significant increase in jobs paying over \$40,000/year in the target area. Lower-paying jobs are contracting – fewer manufacturing, distribution, and construction – but higher paying jobs are growing – such as professional services and medical. Continued success for downtown in attracting high-quality jobs will have beneficial spin-offs to the entire area.</p>
Make Neighborhood Streets Safer and More Walkable	High		<p>The target area neighborhoods have a higher rate of crime than the rest of the city (see Figure 6). At neighborhood meetings in New Auburn and Union Street, neighbors expressed their fears about walking at night near dimly lit city parks. A second safety issue that arose at the meetings, and also in interviews conducted by Bates students, is the difficulty of walking in the area. The combination of through-traffic whizzing by, inadequate snow plowing, bumpy sidewalk surfaces, and infrequent controlled crossings makes walking a problem.</p> <p>Some of these issues can be solved with better signs and road striping. But actual infrastructure costs money. A thousand feet of sidewalk reconstruction (both sides of the street), along with lights and landscaping, costs about \$350,000.</p>

			<p>This is a need that requires more resources than CDBG money alone. For this reason, the Committee recommends a cooperative strategy.</p>
Prevent Homelessness	Medium		<p>Every year, the Maine State Housing Authority counts the number of homeless in shelters or on the street on a given night. In 2013, this survey identified 486 homeless people in Androscoggin County, mostly in Lewiston and Auburn.</p> <p>However, this is just the tip of the iceberg. There are over 3,300 people living under poverty in Auburn. Many are on the brink of crisis. A survey of low income Maine people in 2014 found that, in the last year, 46% couldn't pay their utility bill at one point; 39% couldn't pay the full rent that month; 36% experienced having a car break down with no money to fix it; a quarter were forced to move because they couldn't afford their housing.</p> <p>Given this reality, preventing homelessness requires more than additional shelter beds. It requires help for people to get their lives together and to connect with jobs, as is described in the recommendations with regard to poverty above. It also requires helping the individuals and families to find new permanent housing. Without a stable address, it is impossible for people to get to work regularly, to stay healthy, or to plan for the future. This is why the Lewiston Auburn Alliance for Homeless Services (LAASH) calls for a "housing first" strategy that finds permanent housing for people as a first step towards making a better future.</p>
Increase Owner Occupancy	Medium		<p>About a quarter of the occupied housing units in the Auburn target area (27%) are owner-occupied. This is much less than the ownership rate in the rest of Auburn (69%), or in the rest of Androscoggin County outside of Auburn (76%).</p> <p>There is nothing wrong with rental housing. Rental housing meets the needs of a mobile population, and is particularly attractive to young people. So rental housing is needed.</p> <p>But owner housing is also needed. There has to be</p>

			<p>a balance. Studies have regularly shown that homeowners tend to live in their housing longer; tend to care more about their neighborhood; tend to be more likely to vote and get involved in civic activities; and, obviously, care about the condition of their house and neighboring houses.</p> <p>Neighbors and city staff report that the hardest code violations to address are those that are caused by properties who are owned by absentees, many of whom live far from Auburn. Figure 8, below, of the Union Street neighborhood shows a strong pattern of absentee ownership. Local ownership of housing in the area needs to increase.</p>
Improve Parks and Establish Community Gardens	Medium		<p>Auburn has important recreational assets in the target area – both along the River and inland (see Figure 9). Two issues came up in the public meetings regarding the downtown parks: first, some are unlit or dimly lit, and do not feel safe to walk through at night; and second, the value of the individual parks could be enhanced if they were connected by bicycle or pedestrian trails.</p> <p>Bates College students conducted personal interviews of people in the Downtown, New Auburn and Union Street neighborhoods. The survey results demonstrated a desire by all three neighborhoods to use public lands for community gardens (favored by Downtown 92.9%; New Auburn 81.82%; and Union Street 85.1%). Community gardens provide an opportunity for social interaction allowing people to feel a sense of community, embrace their neighborhood, and connect to the environment. Studies have shown that with community gardens in a neighborhood that crime goes down, neighborhood pride goes up, and people come together to talk about things of community interest. More importantly, a small plot can produce nutritious food for a family.</p>
Support Fair Housing and Increase Housing Choice	Low		<p>In 2013, the cities of Auburn and Lewiston conducted a study of the impediments to fair housing in the area. The study concluded that the</p>

			<p>major problem facing the rental market was a lack of knowledge of rights and responsibilities, among both landlords and tenants. The major recommendation of the study was to conduct workshops to increase awareness.</p> <p>In the homeowner market, the major issue is the difficulty of finding home buyer financing that complies with the needs of the New American population in the region, many of whom are Muslim.</p>
Support New Housing Construction	Low		<p>The majority of the housing in the target area was built before World War II. While rehabilitation is the highest priority for housing in the area, occasionally an opportunity may arise to partner with a developer to build new affordable housing in-town, and such new construction can help to revitalize a portion of a neighborhood, and in the process lead to more investment and more people in-town.</p>

Table 46 – Priority Needs Summary

SP-30 Influence of Market Conditions - 91.415, 91.215(b)

Influence of Market Conditions

Affordable Housing Type	Market Characteristics that will influence the use of funds available for housing type
Tenant Based Rental Assistance (TBRA)	<p>The housing stock in Auburn and Lewiston is old; half was built prior to WW II. Rent levels are relatively low as well. The combination of low rent levels and high maintenance costs for old buildings leads to issues of housing deterioration and poor condition.</p> <p>Despite lower rent levels, low incomes mean that too many households pay too much of their incomes for rent.</p>
TBRA for Non-Homeless Special Needs	<p>The housing stock in Auburn and Lewiston is old; half was built prior to WW II. Rent levels are relatively low as well. The combination of low rent levels and high maintenance costs for old buildings leads to issues of housing deterioration and poor condition.</p> <p>Despite lower rent levels, low incomes mean that too many households pay too much of their incomes for rent.</p>
New Unit Production	<p>The housing stock in Auburn and Lewiston is old; half was built prior to WW II. Rent levels are relatively low as well. The combination of low rent levels and high maintenance costs for old buildings leads to issues of housing deterioration and poor condition.</p> <p>Despite lower rent levels, low incomes mean that too many households pay too much of their incomes for rent.</p>
Rehabilitation	<p>The housing stock in Auburn and Lewiston is old; half was built prior to WW II. Rent levels are relatively low as well. The combination of low rent levels and high maintenance costs for old buildings leads to issues of housing deterioration and poor condition.</p> <p>Despite lower rent levels, low incomes mean that too many households pay too much of their incomes for rent.</p>
Acquisition, including preservation	

Table 47 – Influence of Market Conditions

SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)

Introduction

Anticipated Resources

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	
CDBG			\$2,606,475	\$1,250,000	\$266,857	\$4,123,332	
HOME (Auburn's share)			\$864,050	\$314,000	\$274,521	\$1,452,571	

Table 48 - Anticipated Resources

Discussion

Narrative Description

CDBG

Community Development funds will support 7 goals. High priority goals are: support people in their efforts to transition out of poverty; prevent deterioration of housing stock; promote jobs and development; and make neighborhood streets safer and more walk-able. Medium priority goals are: prevent homelessness; and improve parks and establish community gardens. Low priority goal is support fair housing and increase housing choice.

HOME

HOME funds will support 4 goals. High priority goal is prevent deterioration of housing stock. Medium priority goals are: prevent homelessness; and increase owner occupancy. Low priority goal is support new housing construction.

SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
Auburn Community Development			
Lewiston Community Development			
Auburn Housing Authority			
Lewiston Housing Authority			
Maine State Housing Authority			
Community Concepts, Inc.			
Coastal Enterprises Inc.			
Auburn Housing Development Corporation			
Androscoggin Valley Council of Governments			
Lewiston Auburn Economic Growth Council			
Non-profit developers, including Tedford Housing			
Lewiston Auburn Alliance for Services to the Homeless			
Auburn Health and Welfare			
ME Department of Environmental Protection			
Maine Childhood Lead Poisoning Prevention Program			
Healthy Androscoggin			
Citizen's Advisory Committee			

Table 49 - Institutional Delivery Structure

Assess of Strengths and Gaps in the Institutional Delivery System

The 2015-2019 Consolidated Plan includes objectives and strategies that involve a collaboration of non-profit organizations, housing developers, the Auburn Housing Authority and Community Development staff. With many partners involved in multiple initiatives, coordination is especially important.

The Community Development staff will coordinate the majority of activities described in the strategies. Community Development staff consists of three persons who will share the implementation of the activities: Community Development Director, Community Development Coordinator, and

Rehabilitation Coordinator.

Community Development staff is committed to establishing and maintaining relationships with organizations and institutions in an attempt to broaden and strengthen the institutional structure. Auburn will continue to look for opportunities to collaborate with local government, non-profit organizations, and private sector including:

Strengths and Gaps

The strength of the delivery system is that it is well-coordinated. The Auburn Community Development Department, the Auburn Housing Authority, the Lewiston-Auburn Alliance for Services to the Homeless, the Lewiston Community Development Department, the Lewiston Housing Authority, other city departments, and local and regional nonprofit organizations, coordinate closely in the planning and delivery of housing services.

The weakness of the delivery system is that there are not enough resources, among all of the partners, to meet the identified needs. Waiting lists for service through the housing authorities are long.

Overcoming Gaps

The Cities of Auburn and Lewiston will continue to take part in activities of Lewiston-Auburn Alliance for Services to the Homeless (LAASH), a group who works to improve access to services and housing for persons who are homeless or at risk, shares information and strengthens cooperation among local agencies and homeless providers, identifies gaps in services, and increases public awareness about homeless issues. Through Community Development funding the community now has a 10-Year Plan to End Homelessness.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X		
Legal Assistance	X		
Mortgage Assistance	X		
Rental Assistance	X		
Utilities Assistance	X		
Street Outreach Services			
Law Enforcement			
Mobile Clinics			
Other Street Outreach Services			

Supportive Services			
Alcohol & Drug Abuse	X		
Child Care			
Education	X		
Employment and Employment Training			
Healthcare			
HIV/AIDS			
Life Skills			
Mental Health Counseling	X		
Transportation	X		
Other			
Other			

Table 50 - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

The Lewiston Auburn Alliance for Services to the Homeless (LAASH) works to improve access to services and housing for persons who are homeless or at risk, shares information and strengthens cooperation among local agencies and homeless providers, identifies gaps in services, increases public awareness about homeless issues, and seeks funding to service the homeless and at-risk.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

The Lewiston Auburn 10 Year Plan to End Homelessness identified difficulty locating assistance and navigating services (including for health, mental health, employment, and housing) as a problem for homeless persons, particularly for families and domestic violence survivors.

Homeless service providers describe the challenge of keeping people housed, and the need for case management to help with jobs, budgets and basic needs. For persons without a mental health or disability diagnosis, supportive services can be difficult to access unless there is a crisis.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

Preventing homelessness requires more than additional shelter beds. It requires help for people to get their lives together and to connect with jobs, as is described in the recommendations with regard to poverty above. It also requires helping the individuals and families to find new permanent housing. Without a stable address, it is impossible for people to get to work regularly, to stay healthy, or to plan for the future. This is why the Lewiston Auburn Alliance for Homeless Services (LAASH) calls for a “housing first” strategy that finds permanent housing for people as a first step towards making a better future.

CDBG/HOME Strategy

1. Help homeless people connect to the job and housing markets through case management services.
2. Provide staff support to Lewiston-Auburn Alliance for Services to the Homeless (LAASH) to improve access to services and housing for persons who are homeless or at risk.
3. As a first step towards helping the homeless or at-risk households re-integrate into the community provide a City-sponsored Security Deposit Program as well as other “housing first” strategies

SP-45 Goals - 91.415, 91.215(a)(4)

Goals Summary Information

Goal Descriptions

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

DRAFT

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Support People in their Efforts to Transition Out of Poverty	2015	2019					Public service activities for low/mod income housing benefit
2	Prevent Deterioration of Housing Stock	2015	2019					Rental units rehabilitated Homeowner housing rehabilitated
3	Promote Jobs and Development	2015	2019					Business assisted (x = number of businesses assisted)
4	Make Neighborhood Streets Safer and More Walkable	2015	2019					Public facility or Infrastructure Activities other than (or for??) Lo/moderate income benefit (x = number of persons (or households) assisted)
5	Prevent Homelessness	2015	2019					Public service activities for low/mod income housing benefit (x = number of households assisted)
6	Increase Owner Occupancy	2015	2019					Direct financial assistance to homebuyers (x = number of households assisted)

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	Improve Parks and Establish Community Gardens	2015	2019					Public facility or Infrastructure Activities other than (or for??) Lo/moderate income benefit (x = number of persons (or households) assisted)
8	Support Fair Housing and Increase Housing Choice	2015	2019					Public service activities other than for low/mod income housing benefit (x = number of persons assisted)
9	Support New Housing Construction	2015	2019					Homeowner Housing added (x = number of housing units)

Table 51 – Goals Summary

SP-50 Public Housing Accessibility and Involvement - 91.415, 91.215(c)

Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement)

N/A

Activities to Increase Resident Involvements

Auburn Housing currently has 3 resident commissioners, one more than required under state law, who effectively represent the interests of all residents. In addition, Auburn Housing consults regularly with resident associations and holds board meetings in different housing developments throughout the year.

Is the public housing agency designated as troubled under 24 CFR part 902? Plan to remove the 'troubled' designation

No

SP-55 Strategic Plan Barriers to Affordable Housing - 91.415, 91.215(h)

Barriers to Affordable Housing

Strategy to Remove or Ameliorate the Barriers to Affordable Housing

Several recent city plans recommend a number of policies to promote the development of affordable housing and residential investment. They include:

Auburn

- Continue to provide financial assistance to qualified property owners to maintain and improve their homes, with a particular attention to energy efficiency, using Community Development loans and other similar funding sources (City of Auburn Comprehensive Plan – 2010)
- Consider adopting a property maintenance code for multifamily housing that focuses primarily on issues related to public health and safety (City of Auburn Comprehensive Plan - 2010)
- Create flexible zoning provisions such as variable density requirements that allow for the coordinated reuse or rehabilitation of a series of adjacent buildings in order to create expanded housing opportunities (City of Auburn Comprehensive Plan – 2010)

SP-60 Homelessness Strategy - 91.415, 91.215(d)

Describe how the jurisdiction's strategic plan goals contribute to:

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Preventing homelessness requires more than additional shelter beds. It requires help for people to get their lives together and to connect with jobs, as is described in the recommendations with regard to poverty above. It also requires helping the individuals and families to find new permanent housing. Without a stable address, it is impossible for people to get to work regularly, to stay healthy, or to plan for the future. This is why the Lewiston Auburn Alliance for Homeless Services (LAASH) calls for a “housing first” strategy that finds permanent housing for people as a first step towards making a better future.

CDBG/HOME Strategy

- 1 Help homeless people connect to the job and housing markets through case management services.
2. Provide staff support to Lewiston-Auburn Alliance for Services to the Homeless (LAASH) to improve access to services and housing for persons who are homeless or at risk.
3. As a first step towards helping the homeless or at-risk households re-integrate into the community provide a City-sponsored Security Deposit Program as well as other “housing first” strategies.

LAASH works to improve access to services and housing for persons who are homeless or at risk, shares information and strengthens cooperation among local agencies and homeless providers, identifies gaps in services, increases public awareness about homeless issues, and seeks funding to service the homeless and at-risk. By supporting LAASH, the Homelessness Strategy will contribute to the reaching out to homeless persons and assessing their individual need.

Addressing the emergency and transitional housing needs of homeless persons

The Homelessness Strategy will contribute to addressing the emergency and transitional needs of homeless persons by supporting LAASH and its efforts to improve access to services and housing for persons who are homeless or at risk.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.

The Homelessness Strategy helps homeless persons make the transition to permanent housing and independent living by helping homeless people connect to the job and housing markets through case management services, by supporting LAASH and its efforts to improve access to services and housing for persons who are homeless or at risk, and by providing a City-sponsored Security Deposit Program as well as other “housing first” strategies.

Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs

The Homelessness Strategy helps low-income individuals and families avoid becoming homeless by helping homeless people connect to the job and housing markets through case management services, by supporting LAASH and its efforts to improve access to services and housing for persons who are homeless or at risk, and by providing a City-sponsored Security Deposit Program as well as other “housing first” strategies.

SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

Over half of the housing stock of in-town Auburn was built prior to World War II. When old housing is combined with tenants and owners who have low incomes, the inevitable result is housing deterioration. Many of these housing units are not properly weatherized, have old electrical and plumbing systems, and have difficult access for elderly or disabled. In addition, old housing has a greater likelihood of having lead paint. Lead poisoning is the leading health risk for children in Auburn and Lewiston. From 2003 to 2012, 171 Auburn children were poisoned by lead.

This year Lewiston and Auburn received a major grant to reduce childhood lead poisoning.

CDBG/HOME strategy

1. Provide grants, deferred loans, and low-interest loans for the rehabilitation of owner and rental housing that is occupied by low and moderate income households
2. Provide matching funds to implement the 3-year federal grant to reduce childhood lead poisoning
3. Provide Community Development staff support to the Lewiston-Auburn Lead Subcommittee to assist with implementation of the *5-year Strategic Action Plan for the Reduction of Childhood Lead Poisoning in the Cities of Auburn and Lewiston*.
4. Financially support code enforcement activities that result in improvements to the housing stock
5. Provide financial assistance to encourage exterior, as well as health and safety improvements

How are the actions listed above related to the extent of lead poisoning and hazards?

Auburn and Lewiston target areas have higher proportions of old and substandard housing as well as severe poverty. Pre-1950 housing and lower incomes are both factors that put children at higher risk for lead poisoning.

How are the actions listed above integrated into housing policies and procedures?

The Lewiston Auburn Public Health Committee is currently considering the adoption of the 5-year Strategic Action Plan for the Reduction of Childhood Lead Poisoning in the Cities of Auburn and Lewiston. The plan will reduce childhood lead poisoning through improved resource coordination and increased enforcement, outreach and blood testing.

SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

Poverty increased in Auburn during the recent recession, as it did all across the country. But a disturbing trend coming out of the recession is the high proportion of children living in Auburn target areas that are growing up under poverty. Nearly 1 in 2 children under the age of 18 and living in the Auburn target area is growing up under poverty.

CDBG/HOME strategy

1. Focus on helping young people growing up in poverty to get the personal and educational skills needed to live a healthy and productive adult life.
 - a. Expand programming for at-risk teenagers that helps them learn work skills, graduate from high school
 - b. Create youth apprenticeship opportunities with local businesses
2. Support low-income adults to successfully provide for themselves and their families through education and development of employment skills including mentoring, work readiness, and job training programs.

Supporting City policies

1. Support pre-kindergarten programming in public schools
2. Support public transportation improvements to make it easier for in-town workers to get to jobs near the Turnpike

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

The Citizen's Committee listened to teachers, policemen, economic developers, social service providers, and neighbors, all of whom expressed concern that a large generation of young people was growing up without skills, without adult supports, and without the tools to succeed in the modern economy.

The Committee recognized that this a much larger problem than the Auburn CDBG program can solve. Still they felt that any social services funds that are provided through the program should address the issue of intergenerational poverty by focusing on children, and particularly those that work with the whole family.

All social service providers receiving CDBG funds will move to an outcome-based approach by measuring the impact of their efforts rather than program outputs.

SP-80 Monitoring - 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

The City of Auburn Community Development Department will be responsible for monitoring housing and community development projects and ensuring long-term compliance with program requirements.

Progress toward achieving the Consolidated Plan's five-year objectives will be reviewed during the preparation of each annual Action Plan and each annual Consolidated Annual Performance and Evaluation Report (CAPER). The Citizen's Advisory Committee will review the CAPER prior to submission to HUD. Their comments will be incorporated into the CAPER.

DRAFT

CITY OF AUBURN

TABLES BASED ON AUBURN POPULATION

NA-10 Housing Needs Assessment - 24 CFR 91.205 (a,b,c)

Summary of Housing Needs

Demographics	Base Year: 2000	Most Recent Year: 2010	% Change
Population	23,203	23,279	0%
Households	9,794	10,172	4%
Median Income	\$35,652.00	\$41,649.00	17%

Table 1 - Housing Needs Assessment Demographics

Data Source: 2000 Census (Base Year), 2006-2010 ACS (Most Recent Year)

Number of Households Table

	0-30% HAMFI	>30-50% HAMFI	>50-80% HAMFI	>80-100% HAMFI	>100% HAMFI
Total Households *	970	1,410	1,520	1,190	5,080
Small Family Households *	205	495	525	380	2,820
Large Family Households *	15	15	35	30	240
Household contains at least one person 62-74 years of age	135	170	270	305	785
Household contains at least one person age 75 or older	235	305	275	145	274
Households with one or more children 6 years old or younger *	105	304	110	150	460
* the highest income category for these family types is >80% HAMFI					

Table 2 - Total Households Table

Data Source: 2006-2010 CHAS

Housing Needs Summary Tables

1. Housing Problems (Households with one of the listed needs)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Substandard Housing - Lacking complete plumbing or kitchen facilities	4	0	0	0	4	0	10	0	0	10
Severely Overcrowded - With >1.51 people per room (and complete kitchen and plumbing)	10	30	0	10	50	0	0	0	0	0
Overcrowded - With 1.01-1.5 people per room (and none of the above problems)	30	70	0	0	100	0	0	0	0	0
Housing cost burden greater than 50% of income (and none of the above problems)	435	195	40	20	690	145	325	230	90	790
Housing cost burden greater than 30% of income (and none of the above problems)	90	325	220	65	700	10	105	305	260	680
Zero/negative Income (and none of the above problems)	45	0	0	0	45	35	0	0	0	35

Table 3 – Housing Problems Table

Data 2006-2010 CHAS
Source:

2. Housing Problems 2 (Households with one or more Severe Housing Problems: Lacks kitchen or complete plumbing, severe overcrowding, severe cost burden)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Having 1 or more of four housing problems	475	295	40	25	835	145	335	230	90	800
Having none of four housing problems	260	605	650	480	1,995	15	180	595	590	1,380
Household has negative income, but none of the other housing problems	45	0	0	0	45	35	0	0	0	35

Table 4 – Housing Problems 2

Data 2006-2010 CHAS
Source:

3. Cost Burden > 30%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	205	255	105	565	0	215	190	405
Large Related	10	10	0	20	0	0	25	25
Elderly	110	145	60	315	110	130	175	415
Other	229	205	100	534	45	85	145	275
Total need by income	554	615	265	1,434	155	430	535	1,120

Table 5 – Cost Burden > 30%

Data 2006-2010 CHAS
Source:

4. Cost Burden > 50%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	180	55	15	250	0	170	75	245

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
Large Related	10	0	0	10	0	0	10	10
Elderly	50	60	20	130	100	70	40	210
Other	225	80	10	315	45	85	110	240
Total need by income	465	195	45	705	145	325	235	705

Table 6 – Cost Burden > 50%

Data 2006-2010 CHAS
Source:

5. Crowding (More than one person per room)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Single family households	35	40	0	10	85	0	0	0	0	0
Multiple, unrelated family households	4	60	0	0	64	0	0	0	0	0
Other, non-family households	0	0	0	0	0	0	0	0	0	0
Total need by income	39	100	0	10	149	0	0	0	0	0

Table 7 – Crowding Information – 1/2

Data 2006-2010 CHAS
Source:

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
Households with Children Present	0	0	0	0	0	0	0	0

Table 8 – Crowding Information – 2/2

Data Source
Comments:

NA-15 Disproportionately Greater Need: Housing Problems – 91.205 (b)(2)

0%-30% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	845	265	75
White	755	265	75
Black / African American	60	0	0
Asian	0	0	0
American Indian, Alaska Native	10	0	0
Pacific Islander	0	0	0
Hispanic	0	0	0

Table 9 - Disproportionally Greater Need 0 - 30% AMI

Data Source: 2006-2010 CHAS

*The four housing problems are:

1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than one person per room,
4. Cost Burden greater than 30%

30%-50% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	935	360	0
White	840	305	0
Black / African American	40	4	0
Asian	50	0	0
American Indian, Alaska Native	0	50	0
Pacific Islander	0	0	0
Hispanic	0	0	0

Table 10 - Disproportionally Greater Need 30 - 50% AMI

Data Source: 2006-2010 CHAS

*The four housing problems are:

1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than one person per room,
4. Cost Burden greater than 30%

50%-80% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	875	865	0
White	840	780	0
Black / African American	0	55	0
Asian	15	0	0
American Indian, Alaska Native	0	10	0
Pacific Islander	0	0	0
Hispanic	0	0	0

Table 11 - Disproportionally Greater Need 50 - 80% AMI

Data Source: 2006-2010 CHAS

*The four housing problems are:

1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than one person per room,
4. Cost Burden greater than 30%

80%-100% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	305	820	0
White	260	820	0
Black / African American	15	0	0
Asian	0	0	0
American Indian, Alaska Native	0	0	0
Pacific Islander	0	0	0
Hispanic	0	0	0

Table 12 - Disproportionally Greater Need 80 - 100% AMI

Data Source: 2006-2010 CHAS

*The four housing problems are:

1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than one person per room,
4. Cost Burden greater than 30%

**NA-20 Disproportionately Greater Need: Severe Housing Problems – 91.205
(b)(2)**

0%-30% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	645	470	75
White	565	455	75
Black / African American	60	0	0
Asian	0	0	0
American Indian, Alaska Native	0	10	0
Pacific Islander	0	0	0
Hispanic	0	0	0

Table 13 – Severe Housing Problems 0 - 30% AMI

Data Source: 2006-2010 CHAS

*The four severe housing problems are:

1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than 1.5 persons per room,
4. Cost Burden over 50%

30%-50% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	565	730	0
White	485	665	0
Black / African American	40	4	0
Asian	40	10	0
American Indian, Alaska Native	0	50	0
Pacific Islander	0	0	0
Hispanic	0	0	0

Table 14 – Severe Housing Problems 30 - 50% AMI

Data Source: 2006-2010 CHAS

*The four severe housing problems are:

1. Lacks complete kitchen facilities,
2. Lacks complete plumbing facilities,
3. More than 1.5 persons per room,
4. Cost Burden over 50%

50%-80% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	270	1,470	0
White	270	1,340	0
Black / African American	0	55	0
Asian	0	15	0
American Indian, Alaska Native	0	10	0
Pacific Islander	0	0	0
Hispanic	0	0	0

Table 15 – Severe Housing Problems 50 - 80% AMI

Data Source: 2006-2010 CHAS

*The four severe housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4. Cost Burden over 50%

80%-100% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	50	1,075	0
White	50	1,035	0
Black / African American	0	15	0
Asian	0	0	0
American Indian, Alaska Native	0	0	0
Pacific Islander	0	0	0
Hispanic	0	0	0

Table 16 – Severe Housing Problems 80 - 100% AMI

Data Source: 2006-2010 CHAS

*The four severe housing problems are:

1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4. Cost Burden over 50%

NA-25 Disproportionately Greater Need: Housing Cost Burdens – 91.205 (b)(2)

Housing Cost Burden

Housing Cost Burden	<=30%	30-50%	>50%	No / negative income (not computed)
Jurisdiction as a whole	6,590	1,885	1,455	85
White	6,245	1,780	1,335	75
Black / African American	80	30	55	15
Asian	0	25	40	0
American Indian, Alaska Native	70	10	0	0
Pacific Islander	0	0	0	0
Hispanic	85	0	0	0

Table 17 – Greater Need: Housing Cost Burdens AMI

Data Source: 2006-2010 CHAS

NA-35 Public Housing – 91.205(b)

Totals in Use

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher		
				Total	Project-based	Tenant-based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units vouchers in use	0	0	173	579	1	577	0	0	0

Table 18 - Public Housing by Program Type

*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

Data Source: PIC (PIH Information Center)

Characteristics of Residents

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher		
				Total	Project-based	Tenant-based	Veterans Affairs Supportive Housing	Family Unification Program	
Average Annual Income	0	0	14,924	11,511	6,120	11,526	0	0	
Average length of stay	0	0	5	3	4	3	0	0	
Average Household size	0	0	2	2	4	2	0	0	
# Homeless at admission	0	0	0	0	0	0	0	0	
# of Elderly Program Participants (>62)	0	0	61	91	0	91	0	0	
# of Disabled Families	0	0	50	293	0	292	0	0	

	Program Type							
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher	
				Total	Project-based	Tenant-based	Veterans Affairs Supportive Housing	Family Unification Program
# of Families requesting accessibility features	0	0	173	579	1	577	0	0
# of HIV/AIDS program participants	0	0	0	0	0	0	0	0
# of DV victims	0	0	0	0	0	0	0	0

Table 19 – Characteristics of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

Race of Residents

Race	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers			Special Purpose Voucher		
				Total	Project-based	Tenant-based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
White	0	0	142	544	1	542	0	0	0
Black/African American	0	0	30	30	0	30	0	0	0
Asian	0	0	0	0	0	0	0	0	0
American Indian/Alaska Native	0	0	1	4	0	4	0	0	0
Pacific Islander	0	0	0	1	0	1	0	0	0
Other	0	0	0	0	0	0	0	0	0

*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

Table 20 – Race of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

Ethnicity of Residents

Ethnicity	Certificate	Mod-Rehab	Public Housing	Program Type					
				Vouchers			Special Purpose Voucher		
				Total	Project-based	Tenant-based	Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
Hispanic	0	0	0	3	0	3	0	0	0
Not Hispanic	0	0	173	576	1	574	0	0	0

*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

Table 21 – Ethnicity of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

MA-10 Number of Housing Units – 91.210(a)&(b)(2)

All residential properties by number of units

Property Type	Number	%
1-unit detached structure	5,828	52%
1-unit, attached structure	356	3%
2-4 units	2,594	23%
5-19 units	1,361	12%
20 or more units	864	8%
Mobile Home, boat, RV, van, etc	257	2%
Total	11,260	100%

Table 22 – Residential Properties by Unit Number

Data Source: 2006-2010 ACS

Unit Size by Tenure

	Owners		Renters	
	Number	%	Number	%
No bedroom	19	0%	262	7%
1 bedroom	284	5%	1,399	36%
2 bedrooms	1,411	23%	1,573	40%
3 or more bedrooms	4,551	73%	673	17%
Total	6,265	101%	3,907	100%

Table 23 – Unit Size by Tenure

Data Source: 2006-2010 ACS

MA-15 Housing Market Analysis: Cost of Housing - 91.210(a)

Cost of Housing

	Base Year: 2000	Most Recent Year: 2010	% Change
Median Home Value	86,300	0	(100%)
Median Contract Rent	410	0	(100%)

Table 24 – Cost of Housing

Data Source: 2000 Census (Base Year), 2006-2010 ACS (Most Recent Year)

Rent Paid	Number	%
Less than \$500	1,488	38.1%
\$500-999	2,276	58.3%
\$1,000-1,499	98	2.5%
\$1,500-1,999	0	0.0%
\$2,000 or more	45	1.2%
Total	3,907	100.0%

Table 25 - Rent Paid

Data Source: 2006-2010 ACS

Housing Affordability

% Units affordable to Households earning	Renter	Owner
30% HAMFI	310	No Data
50% HAMFI	795	155
80% HAMFI	2,590	815
100% HAMFI	No Data	1,510
Total	3,695	2,480

Table 26 – Housing Affordability

Data Source: 2006-2010 CHAS

Monthly Rent

Monthly Rent (\$)	Efficiency (no bedroom)	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom
Fair Market Rent					
High HOME Rent					
Low HOME Rent					

Table 27 – Monthly Rent

Data Source: HUD FMR and HOME Rents

MA-20 Housing Market Analysis: Condition of Housing – 91.210(a)

Condition of Units

Condition of Units	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
With one selected Condition	1,993	32%	1,431	37%
With two selected Conditions	0	0%	125	3%
With three selected Conditions	0	0%	0	0%
With four selected Conditions	0	0%	0	0%
No selected Conditions	4,272	68%	2,351	60%
Total	6,265	100%	3,907	100%

Table 28 - Condition of Units

Data Source: 2006-2010 ACS

Year Unit Built

Year Unit Built	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
2000 or later	346	6%	34	1%
1980-1999	1,213	19%	851	22%
1950-1979	2,059	33%	733	19%
Before 1950	2,647	42%	2,289	59%
Total	6,265	100%	3,907	101%

Table 29 – Year Unit Built

Data Source: 2006-2010 CHAS

Risk of Lead-Based Paint Hazard

Risk of Lead-Based Paint Hazard	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
Total Number of Units Built Before 1980	4,706	75%	3,022	77%
Housing Units build before 1980 with children present	85	1%	2,810	72%

Table 30 – Risk of Lead-Based Paint

Data Source: 2006-2010 ACS (Total Units) 2006-2010 CHAS (Units with Children present)

Vacant Units

	Suitable for Rehabilitation	Not Suitable for Rehabilitation	Total
Vacant Units			190
Abandoned Vacant Units			UNKNOWN
REO Properties			UNKNOWN
Abandoned REO Properties			UNKNOWN

Table 31 - Vacant Units

MA-25 Public and Assisted Housing – 91.210(b)

Totals Number of Units

	Program Type								
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project - based	Tenant - based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units vouchers available	0	0	177	590	8	582	0	0	0
# of accessible units									
*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition									

Table 32 – Total Number of Units by Program Type

Data Source: PIC (PIH Information Center)

MA-45 Non-Housing Community Development Assets – 91.215 (f)

Economic Development Market Analysis

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	51	12	1	0	0
Arts, Entertainment, Accommodations	869	1,404	9	10	1
Construction	437	672	5	5	0
Education and Health Care Services	2,289	1,921	24	13	-11
Finance, Insurance, and Real Estate	664	696	7	5	-2
Information	154	115	2	1	-1
Manufacturing	1,233	2,259	13	16	3
Other Services	270	517	3	4	1
Professional, Scientific, Management Services	627	908	7	6	0
Public Administration	45	12	0	0	0
Retail Trade	1,466	3,464	16	24	9
Transportation and Warehousing	390	905	4	6	2
Wholesale Trade	360	591	4	4	0
Total	8,855	13,476	--	--	--

Table 33 - Business Activity

Data Source: 2006-2010 ACS (Workers), 2010 Longitudinal Employer-Household Dynamics (Jobs)

Labor Force

Total Population in the Civilian Labor Force	12,340
Civilian Employed Population 16 years and over	11,366
Unemployment Rate	7.89
Unemployment Rate for Ages 16-24	42.35
Unemployment Rate for Ages 25-65	3.29

Table 34 - Labor Force

Data Source: 2006-2010 ACS

Occupations by Sector	Number of People
Management, business and financial	2,468
Farming, fisheries and forestry occupations	500
Service	1,098
Sales and office	2,123

Occupations by Sector	Number of People
Construction, extraction, maintenance and repair	814
Production, transportation and material moving	480

Table 35 – Occupations by Sector

Data Source: 2006-2010 ACS

Travel Time

Travel Time	Number	Percentage
< 30 Minutes	8,292	76%
30-59 Minutes	2,224	20%
60 or More Minutes	336	3%
Total	10,852	100%

Table 36 - Travel Time

Data Source: 2006-2010 ACS

Education:

Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Less than high school graduate	313	32	553
High school graduate (includes equivalency)	3,062	181	1,128
Some college or Associate's degree	3,071	146	583
Bachelor's degree or higher	3,172	62	413

Table 37 - Educational Attainment by Employment Status

Data Source: 2006-2010 ACS

Educational Attainment by Age

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	9	29	31	203	369
9th to 12th grade, no diploma	276	188	128	319	505
High school graduate, GED, or alternative	604	876	1,237	2,260	1,582
Some college, no degree	828	552	840	1,221	437
Associate's degree	53	282	351	620	171
Bachelor's degree	120	884	542	1,013	230

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Graduate or professional degree	0	60	462	698	219

Table 38 - Educational Attainment by Age

Data Source: 2006-2010 ACS

Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	22,321
High school graduate (includes equivalency)	27,140
Some college or Associate's degree	31,466
Bachelor's degree	40,132
Graduate or professional degree	55,531

Table 39 – Median Earnings in the Past 12 Months

Data Source: 2006-2010 ACS



City of Auburn

Master List

Fiscal Year 2016
Proposed 3.30.2015

Account Title	FY 2014 Actual	FY 2015 Approved	FY 2015 Projected	FY 2016 Dept. Request	FY 2016 Manager Proposed	Increase/ Decrease	%
<i>Economic Development</i>							
Regular Salaries	142,434	139,705	143,000	140,680	0	975	0.7%
PS - General	5,494	30,050	4,250	30,000	0	(50)	-0.2%
Office Supplies	328	100	90	100	0	0	0%
Comm - Telephone	553	360	360	720	0	360	100%
Training & Tuition	70	1,040	1,600	1,135	0	95	9%
Travel-Mileage	66	100	50	100	0	0	0%
Dues & Subscriptions	171,933	188,145	172,353	188,345	0	200	0%
TOTAL	320,878	359,500	321,703	361,080	-	1,580	0.4%



City of Auburn

Economic Dev

Fiscal Year 2016
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Regular Salaries	Total	139,705	140,680	-
PS - General	Total	30,050	30,000	-
Office Supplies	Total	100	100	-

Estimated Detail of Regular Salaries

Actual expenses may vary according to changing circumstances

Regular Salaries		Dept. Request	Manager Proposed
Economic Development Specialist (non-union)		\$ 59,816	
Administrative Assistant (see Finance)(union)		\$ -	
Director of Economic Development (non-union)		\$ 80,864	
		\$ 140,680	\$ -
	TIF Offset	100%	\$ -
	Net Cost		\$ -

Note: The wages of the Director of Economic Development the ED assistant and admin asst are paid for 100% by TIF Revenues.

Estimated Detail of PS - General

Actual expenses may vary according to changing circumstances

PS - General		Dept. Request	Manager Proposed
Purchased Services		\$ 30,000	
		\$ 30,000	\$ -
	TIF Offset	100%	\$ -
	Net Cost		\$ -

Estimated Detail of Office Supplies

Actual expenses may vary according to changing circumstances

Office Supplies		Dept. Request	Manager Proposed
General Office Supplies		\$ 100	\$ -
		\$ 100	\$ -
	TIF Offset	100%	\$ -
	Net Cost		\$ -

Line Item Narrative

Regular Wages:

Purchased Services- General: This is a miscellaneous line item including printing, business lunches, training, and marketing etc.

Office Supplies: This account is used for general office supplies, signs, etc.



City of Auburn

Economic Dev

Fiscal Year 2016
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Comm - Telephone	Total	360	720	-
Training & Tuition	Total	1,040	1,135	-

Estimated Detail of Comm - Telephone

Actual expenses may vary according to changing circumstances

Comm - Telephone	Cost / Month	Dept. Request	Manager Proposed
Economic Development Director	\$ 30.00	\$ 720	\$ -
		\$ 720	\$ -
TIF Offset		100%	\$ 720
Net Cost			\$ -

Estimated Detail of Training & Tuition

Actual expenses may vary according to changing circumstances

Training & Tuition	Dept. Request	Manager Proposed
NE Chapter Congress for New Urbanism	\$ 95	\$ -
Chamber Awards Dinner	\$ 50	\$ -
Chamber Breakfast	\$ 100	\$ -
EDCM Quarterly Meetings	\$ 240	\$ -
LAEGC Awards Dinner	\$ -	\$ -
LAEGC B to B Trade Show	\$ -	\$ -
MEREDA Trade Show & Seminars	\$ 650	\$ -
	\$ 1,135	\$ -
	100%	\$ 1,135
		\$ -

Line Item Narrative

Communications: Cell phone usage .

Training & Tuition: This account funds the training needs for the Economic Development staff.



City of Auburn

Economic Dev

Fiscal Year 2016
Proposed 3.30.2015

Line Items		Last Year	Dept. Request	Manager Proposed
Travel-Mileage	Total	100	100	-
Dues & Subscriptions	Total	188,145	188,345	-

Estimated Detail of Travel-Mileage

Actual expenses may vary according to changing circumstances

Travel-Mileage		Dept. Request	Manager Proposed
Miscellaneous Department Mileage		\$ 100	
		\$ 100	\$ -
	TIF Offset	100%	\$ 100
	Net Cost		\$ -

Estimated Detail of Dues & Subscriptions

Actual expenses may vary according to changing circumstances

Dues & Subscriptions		Dept. Request	Manager Proposed
Auburn Business Association (ABA)		\$ 60	
AVCOG		\$ 26,000	
L/A Chamber of Commerce		\$ 1,200	
Lewiston Auburn Economic Growth Council (LAEGC)		\$ 160,610	
Economic Development Council of Maine (EDCM)		\$ 100	
Maine Biz		\$ 100	
Maine Real Estate & Development Association (MEREDA)		\$ 275	
		\$ 188,345	\$ -
	TIF Offset	100%	\$ 188,345
	Net Cost		\$ -

Line Item Narrative

Travel-Mileage: Miscellaneous department mileage.

Dues & Subscriptions: This account funds the dues for the Economic Development Director and various memberships as well as LAECG .

City of Auburn, Maine

"Maine's City of Opportunity"

Economic Development Department

Economic Development Department Program Budget FY16



DESCRIPTION

The Department of Economic Development is responsible for the coordination, direction and leadership of all economic development activities in the City. The Economic Development staff works closely with the City Manager, Elected Officials, State and Federal Agencies, non-profit organizations such as AVCOG, LAEGC, Auburn Business Development Corporation (ABDC), Chamber of Commerce, business partners both current and prospective as well Auburn citizens in the promotion and recruitment of Auburn businesses that grow our tax base as well as give our residents employment opportunities with some of the most prestigious businesses in America. The Department oversees the development of our industrial parks, Tax Increment Financing (TIF) Districts, downtown business sector and all other economic development activity within Auburn.

MISSION

The Auburn Economic Development Department is committed to creating and maintaining a vibrant community environment and enhancing the quality of life for our residents, businesses, customers and partners. We accomplish this endeavor by providing exceptional facilities, programs and services that our citizens desire in a fiscally responsible manner.

VISION

The many restored mill buildings in the downtown, and the potential for business park-type growth around the city's outskirts, make Auburn a tantalizing target for all types of businesses – from independent start-ups to large corporations. Auburn is part of one of the most desirable regions in New England – the Cities of the Androscoggin – yet Auburn is still the affordable City. Whether you are starting, relocating, or expanding a business in Auburn, you'll find the price is right for your enterprise – and for the families you employ.

Auburn offers opportunities for all types of businesses. Prime downtown, and even waterfront, locations are still available, and perfect for retail, office space, and service enterprises.

Several industrial and business parks lie just outside the downtown. Opportunities here range from manufacturing and industry, to warehousing, shipping, service industries, office space, retail, and more. All offer major highway access and many have rail access.

Auburn is within easy reach of our airport that is a designated Foreign Trade Zone location. From Auburn, you can do business with the enterprise next door, nationwide, or around the world.

Auburn's workforce is highly educated, skilled, and committed. In fact, Auburn has one of the premiere educational systems in the state. Our mill heritage has imbued us with a strong work ethic, and the innovation and drive to continually reinvent ourselves and move forward. When the mills declined, Auburn could have become another sad story of faded glory. But that was not the case. The people of Auburn sought new enterprises, new ways to make the mills flourish, and an identity far beyond being just a "mill town." The result has been a city reborn. Our downtown is gaining attention and unheralded momentum. Our waterfront is alive with commerce, with recreation, with families enjoying parkland. Auburn is strong, growing, with a future of unlimited potential.

The Economic Development Department is motivated to meet or exceed citizen expectations through accountability, transparency, ethical practices, excellence, and constant communication. The Department is committed to improving efficiencies in all interactions with citizens, businesses both current and potential and all of our partners. The Department will continue to maintain and improve existing programs and services in a cost effective and efficient manner. As the Chief Economic Development Officer I will ensure that the City of Auburn is prepared for new growth opportunities and creating relationships that will benefit and strengthen the City. I am committed to providing a positive work environment in which employees can share in the overall health, safety, and welfare of the community. Each employee is a member of the Auburn Economic Development Team and will always strive to represent the City in a professional, courteous manner.

PROGRAMS

1. Administration: Oversight and management of all economic development operations to ensure compliance with all local, state and federal guidelines, Staffing is at an appropriate level that delivers services in accordance with expectations, goals are achievable yet at the same time allows for the creation of opportunities, insures that objectives and strategies are in coordination with City initiatives and with other municipal departments work programs.

This program accounts for 2.24% of the total Economic Development Department Budget and 11.4% of staff resources.

Department Budget/Finances: Annual, special project and CIP budgeting.

Personnel: Advocating for staff to be adequately supplied with resources to complete their jobs. Evaluate staff performance.

Performance: Monitoring workload and quality to identify ways to do more with no additional resources.

Management Activities: Participate in administrative meetings and assist the City Manager's office.

Customer service: Make sure all contacts are positive experience for the customer.

2. Downtown Development & Redevelopment: It is proposed to administer the Downtown Auburn Development & Redevelopment Program for FY 16 through a "Geo-Spatial Sector-based" strategic and tactical approach. This approach will identify, delineate, rank, and target Downtown Auburn & New Auburn streets, corridors, neighborhoods and districts for concentrated program activities. A vigorous, cross-departmental "geo-spatial sector" revitalization team will direct all possible expertise, knowledge, resources and support to the downtown sectors.

This program accounts for 13.27% of the total Economic Development Department Budget and 61% of staff resources.

Inventory, Mapping & Modeling: Produce and maintain a comprehensive inventory of all private and publicly owned properties in the downtown.

Private/Public Property Coordination & Communication: Meet with all private property owners in each downtown geo-spatial sector. Encourage and help to organize "happenings, gatherings and informational sessions.

Application of Complete Streets Design Standards: On street parking, bicycle lanes, pedestrian movements and traffic regulation enforcement are examples of issues to be addressed.

Form-Based Code: Downtown Auburn/New Auburn is proposed to have new land use regulations. Staff will assist the Planning Department to promulgate and administer the new code.

Special Events: It is proposed to initiate a new "Arts and Humanities Festival". This would be undertaken with the assistance of L/A Arts and the coordinated with our sister City Lewiston.

3. Industrial Development: Working in partnership with the Auburn Business Development Corporation (ABDC) this department is responsible for oversight in the physical construction of the public infrastructure to create a new industrial park (a.k.a. Auburn Enterprise Center). Additionally, environmental compliance with permit stipulations is a significant part of this project. Contracted services will continue through FY 16. This department will continue to market both public and private options to investors.

This program accounts for 6.13% of the total Economic Development Department Budget and 31.4% of staff resources.

Auburn Enterprise Center: Complete the construction of Auburn's newest industrial park.

Marketing: Together with the ABDC real estate development committee market the new lots.

Inventory: Maintain an accurate inventory of public and private parcels suitable for development.

4. Mall Area: Working in partnership with property owners this department continues to concentrate on attracting additional investment to the mall area. Continued development will necessitate the implementation of programmed Phase 2 public improvements.

This program accounts for 3.07% of the total Economic Development Department Budget and 16% of staff resources.

Marketing: Together with private property owners market development opportunities.

Public Improvements: Monitor development to ensure the proper timing for phase 2 public improvements.

5. Redevelopment Projects along Entrance Corridors: The area that has been identified for a concentrated redevelopment effort is along both sides of Minot Avenue, between Court Street and Elm Street. One project is currently underway, a second about be initiated and the repurposing of the most significant vacant building will be a focus for FY16. To realize this redevelopment it will be necessary to invest in additional public infrastructure (street extension, underground utilities, decorative lighting and the provision of parking).

This program accounts for 6.13% of the total Economic Development Department Budget and 31.4% of staff resources.

Marketing: Together with private property owners market development opportunities.

Public Improvements: Coordinate public improvements with redevelopment projects.

Financing: Identify financing opportunities for redevelopment in this area.

6. Marketing & Operations: The economic development program is accomplished by leveraging Auburn staff resources with partnership organizations. Through these relationships we coordinate marketing efforts with our economic development partners, assist businesses with site location, financing etc., conduct recruitment efforts and work to support and retain existing businesses. The business visitation and special event programs are included here. The budget request of \$25,000 is to engage a marketing consultant to produce a marketing program for the City of Auburn and implement recommendation both for printed materials and web site inputs.

This program accounts for 17% of the total Economic Development Department Budget and 48.8% of staff resources.

Operational Support: Items such as office supplies, mileage and telephone are included here.

Marketing activities at trade shows and participation in monthly and annual event sponsored by partnership agencies are also covered under this budget.

Business Assistance: This represents the center of all core activities for this department.

7. Memberships: This includes organizations such as AVCOG, LAEGC, Chamber of Commerce, Auburn Business Association, Economic Development Council of Maine, Maine Real Estate & Development Association and Maine Biz. Each of these organizations is part of the network providing resources, information and development opportunities to our community.

This program accounts for 52.16% of the total Economic Development Department budget.

PROGRAM BUDGET

PROGRAM	FTE	FY 2016Proposed	FY 2016Adopted
Administration			
<i>Salaries</i>	.114	\$8086.00	
<i>Operations and Maintenance</i>		0.00	
<i>Organization Support</i>		0.00	
<i>TIF Offset (100%)</i>		<u>-8086.00</u>	
<i>Total</i>		\$0.00	
Downtown Development			
<i>Salaries</i>	.61	\$42,923.00	
<i>Operations and Maintenance</i>		5,000.00	
<i>Organization Support</i>		0.00	
<i>TIF Offset (100%)</i>		<u>-47,923.00</u>	
<i>Total</i>		\$0.00	
Industrial Development			
<i>Salaries</i>	.314	\$22,155.00	
<i>Operations and Maintenance</i>		0.00	
<i>Organization Support</i>		0.00	
<i>TIF Offset (100%)</i>		<u>-22,115.00</u>	
<i>Total</i>		\$0.00	
Mall Area Development			
<i>Salaries</i>	.16	\$11,077.00	
<i>Operations and Maintenance</i>		0.00	
<i>Organization Support</i>		0.00	
<i>TIF Offset (100%)</i>		<u>-11,077.00</u>	
<i>Total</i>		\$0.00	
Minot Avenue Corridor			
<i>Salaries</i>	.314	\$22,155.00	
<i>Operations and Maintenance</i>		0.00	
<i>Organization Support</i>		0.00	
<i>TIF Offset (100%)</i>		<u>-22,115.00</u>	
<i>Total</i>		\$0.00	
Marketing &Operations			
<i>Salaries</i>	.488	\$34,284.00	
<i>Operations and Maintenance</i>		27,055.00	
<i>Organization Support</i>		0.00	
<i>TIF Offset (100%)</i>		<u>-61,339.00</u>	
<i>Total</i>		\$0.00	
Memberships			
<i>Salaries</i>		\$0.00	
<i>Operations and Maintenance</i>		0.00	
<i>Organization Support</i>		\$188,345.00	
<i>TIF Offset (100%)</i>		<u>-188,345.00</u>	
<i>Total</i>		\$0.00	
<u>TOTAL</u>	2	\$361,080	

GOALS & WORK PLAN

1. Complete the construction of the new "Auburn Enterprise Center" industrial park.
2. Complete the full wetland mitigation program required by the environmental permitting agencies for the "Auburn Enterprise Center".
3. Complete the adoption of the new "downtown form-based code" and assist the City Planner in the administration of this code.
4. Initiate a new special event which could be titled "The Arts and Humanities Festival".
5. Assist in the implementation of the development recommendations contained in Auburn's comprehensive plan.
6. Continued to market Auburn's unique assets as a tourist destination and a place for investment.
7. Initiate a systematic business visitation program.
8. Provide Professional leadership and integrity in the operational and administrative functions of the Economic Development Department; so as to instill confidence within the community.
9. Develop complete, unbiased and timely information for the City Council to allow informed decisions in a transparent environment.
10. Continue to assist our existing businesses so they can grow and prosper.
11. Spearhead efforts to develop our downtown through citizen input and engagement.
12. Continue to work with our sister City Lewiston in creating a superior infrastructure to move goods and services throughout North America and beyond.

PERFORMANCE MEASURES AND WORKLOAD INDICATORS

PERFORMANCE MEASURES				
MEASURE	Goal FY 2016	Actual YTD FY 2016	Goal FY 2017	Actual FY 2017
1. Track # of prospective client contacts				
2. # of, City Wide, Business Visitations & follow-ups	24			
3. Property inventory of Downtown Geo-Spatial sectors and meet property owners	2 Sectors			
4. Design/redesign Informational materials for prospective clients (printed & Auburn Web site)	Complete			
5. Attend DOL job fairs to interview recruiters of growing businesses & follow-ups	12			
6. Hold quarterly small business informational sessions	4			
7. Construction of Auburn Enterprise Center	Complete			
8. Environmental Permit Conditions for the Auburn Enterprise Center	Complete			
9. Formed Based Code for Auburn Downtown	Present to Planning Board and City Council			

