

Council Workshop - ARPA

Monday, September 25, 2023

1. Update on Items from Prior Meetings

- Homelessness/Substance Use Disorder
 - Health Equity Alliance

Health Equity Alliance

Funding Request: \$694,700* in start-up operating funds to establish of a resource center. The start-up costs include 9.6 full-time equivalents, supplies and rent for one-year and a vehicle* to transport individuals to resource center (*per September 21st revised proposal).

HEAL had submitted a revised application to the City Councilors on September 11th. This item was scheduled to be discussed during the Council Workshop of September 19th, but was tabled at the request of the applicant.

Summary of Revised Proposal of September 20th

The revised proposal move the location of the resource center from Columbia Street to available space at the current HEAL location on Hancock Street. The outreach component of the project would be based out of an office at 45 Columbia Street (this location will not provide services). Basing the outreach team downtown is a critical component of the “Good Neighbor” component of the proposal – familiarity with business owners, people experiencing homelessness, and the issues as they evolve require a stake and physical presence.

Service Information – Hancock Street Resource Center

Hours of operation: Monday Through Sunday (7 days a week) 8:30a to 5p.

Services Summary:

- Fundamentals: An attractive, safe place for people to go during the day; specifically, for people unhoused and in active substance use.
- Staff Certifications Required: licensed and certified alcohol and drug counselors, peer recovery coaches, and a harm reduction specialist and manager.
- Location: 304 Hancock St, Bangor
- Activities: Opportunities for clients to get off the streets and socialize where staff can earn trust and build rapport to connect to existing housing, recovery, mental health, substance use, education, income, employment, and purpose-filled opportunities (volunteering, etc.) The resource center will also provide testing and treatment for HIV and STI's like HEP C for this at-risk population.

Service Information – Outreach

Hours of operation:

Monday Through Friday (5 days a week) 8:30a to 5p – full canvassing of downtown and Bangor hotspots (80% level of effort). Some hours spent at office for data entry, meetings, and supervision (20% level of effort).

Saturday and Sunday (2 days) 8:30a to 5p – Hotspot canvassing (90%). Data entry and office work (10%)

Services Summary:

- Fundamentals: To earn trust, know the issues, and be a partner of the solution, the Outreach Team is embedded in the community at 45 Columbia Street where the majority of the day is spent engaging with the community (activities described below). The majority of outreach efforts are focused on being present, visible, and available. Their focus is to earn trust and build rapport with people and businesses as a means to improving lives and taking pressure off businesses and organizations, like the library.

Outreach staff will be in the community most of the time (about 80%). Some office time (up to 20%) will be spent for data entry, paperwork, meetings, etc.

- Staff Certifications Required: Minimum Peer Recovery Coach with ethics component.
- Office Location: 45 Columbia St.
- Activities: Supports local businesses with behaviors and activities related to houselessness. Fosters the "Good Neighbor" program. Operationalizes SharpSmart! program (including sharps disposal). Engages with members of the community who might be interested in going to the resource center. Transports clients from downtown (or other locations) to the resource center, BARN, shelters, or other supports. Distributes promotional material about program. Participates and facilitates community clean-ups.

Revised Proposal Provided via Email to City Councilors on September 11th Attached

Request for Additional Information from August 28th

The application anticipates sufficient funding will be generated to sustain operations and that the operation could be up and running in 90 days. Please provide an updated operating pro-forma for year 1 reflective of the information within the application.

HEAL developed operating pro-formas assuming a positive cash flow at 6 months as well as at 9 months. The applicant states that the industry standard for a medical practice is 6 months to obtain a positive cash flow. This project has a 90-day ramp up period before operationalizing. Further working with Medicaid, 340b, and a transient population with insurance documentation challenges, all result in some barriers to immediate returns.

The applicant states that the 6 month pro-forma is unrealistic and that the 9 month pro forma is more realistic, but incredibly optimistic. Both pro-formas are attached.

City Council would like a response from the Downtown Bangor Partnership reflective of their members.

September 7, 2023

Dear City Councilors,

Thank you for requesting input from the Downtown Bangor Partnership on the proposed Maine Health Equity Alliance substance abuse resource center location on Columbia Street in Downtown Bangor.

The Downtown Bangor Partnership Board of Directors recognizes and supports the need for places and programming to support people who are experiencing homelessness and substance use disorders. By providing safe spaces for our struggling and unhoused citizens, there is the potential that a resource center could alleviate the impact local businesses, organizations, residents, workers and visitors have experienced in the last few years.

The Downtown Bangor Partnership is supportive of the work HEAL does in our community, however we feel that drawing more people struggling with housing, substance abuse and mental health issues to the dense core of downtown Bangor would result in increased friction and draw further negative attention to an already struggling population.

The proposed location on Columbia Street is surrounded on all sides by residential buildings, offices, restaurants, retail locations and even the Maine Discovery Museum which serves thousands of children each year. Time and time again we have heard a chorus of safety and sanitation concerns regarding people who are struggling with substance use disorders and the unhoused population in our community. Rather than mitigating these issues, this project may have the unintended consequence of exacerbating them.

Placing HEAL's resource center in an area that is closely connected to or very near other essential resource organizations, and where their clients will not find themselves at odds with competing needs will ensure the greatest possible success in executing their mission.

Sincerely,
The Board of the Downtown Bangor Partnership

Additional Information Provided August 28th

Please provide additional information related to staffing, operations and services.

This location would be operational 7 days a week (8:30am – 5:00 pm), with 5-7 staff members on site at all times. HEAL has been aggressively changing its work culture and have multiple qualified applications for open positions. The Bangor area recovery community is very strong, the mental health community and homeless service programs are in place, but there are no programs for people in active use. The center provides a safe place to be during the day, earns trust, and builds relationships with people to foster healthy choices. Once the trust is established individuals will be introduced to our resources (i.e. recovery, preventative care,

stability etc.). This project is to bridge the current gap in services for people in active substance use.

How does the PILOT program for syringe waste impact the submitted proposal?

In discussions with businesses and stakeholders and we see SharpSmart! working hand-in-hand with the PILOT. They hit different audiences and there's plenty of need in the community. While there's some crossover between the two, the PILOT largely addresses the municipality's syringe waste management needs and SharpSmart! addresses the community's training, education, and relationships around syringe litter and substance use. Having both sets of data will enable us to quickly see what approach is most effective and course correct. In the end, it will better inform the PILOT. There is plenty of work for both programs to co-exist and if it turns out the PILOT is managing the brunt of the volume, we can easily beef up the outreach energy to focus on the community work.

Please provide updated financial statements.

2023 YTD through June show a positive net income position and will be available to the meeting.

Provide additional information regarding the anticipated revenues that would result in ensuring this project is fiscally sustainable?

HEAL is a covered entity who is able to acquire prescription drugs for "at-risk" populations at manufacturer cost under a federal program 340b. HEAL already does this work with their HIV patients and over the last year have obtained all the licensure, certification and registration necessary to serve the at-risk of STI (STD) population. The majority of the funding to sustain the program is predicated on the generation of 340b program income (80%). The budget presumes 3 new clients per month, which would end up serving 9-12 clients per month (as treatment is 3-4 months in duration). Projections assume net revenue through 340b program will result in net revenue to the project of approximately 50% of retail. The balance is anticipated from MaineCare Home Health. While most participants in the program will be ineligible due to services with other agencies, those who have been suspended from services at other agencies will be eligible for billable encounters at the resource center (anticipate a high of 25 people annually).

*340b program is unstable in general, however HEAL feels the program is not at risk as it relates to infectious diseases, live HIV or HEP C.

As this initiative is proposed within the Downtown, have you discussed this with DBP, businesses and property owners?

Yes we have and the work continues. HEAL talked with community partners and stakeholders in advance of the Bangor ARPA application including canvassing local businesses. Delivering flyers provided an opportunity for discussion and to answer questions directly. In addition, recently we've been reaching out to business and property owners who are neighbors to the proposed site, many are supportive, some have reservations. We committed to putting together a quality improvement panel together every couple of months to provide an opportunity to assess the progress as well as ideas for improvement.

Revised Date: 09/20/2023 **

Health Equity Alliance

2023-2024 Resrouce Center Budget Summary

| Line Item | Amount | Description |
|----------------------------|----------------------|---|
| Salary & Fringe | \$ 577,371.81 | See "Salary & Fringe Detail" tab for full information |
| Travel | \$ 38,119.10 | See "Travel" tab for full details |
| Supplies | \$ 23,909.01 | See "Supplies" tab for full details |
| Rent Columbia St | \$ 9,000.00 | Office at Columbia St.(includes utilites)* |
| Rent Hancock St | \$ 24,000.00 | Resource Center at Hancock Street |
| SharpSmart App! | \$14,500 | Syringe litter management phone app development and hosting. |
| Other | \$ 7,800.00 | See "Other" tab for full details |
| Total ARPA Request: | \$ 694,699.92 | Program designed to be self-sustaining after initial 1- year funding. The cost of this revised budget is \$3,011 less than the original proposal |

* The total cost of services at the Columbia St. site is \$9,000 for one-year's rent. The fees include utilites.

This project proposal is for a total of one year.

The purpose of outreach staff at Columbia St is to be based proximal to the need, foster the Good Neighbor program, and bolster responsiveness.

** As it is getting colder, HEAL eager to meet the needs of our unhoused neighbors. HEAL can be up and running within 90 days of funding. HEAL will be working with HUB 7 on this project and is positioned to begin coordinating with the homeless response system (Coordinated Entry) immediately when approved.

Revised Date: 09/20/2023

Health Equity Alliance

2023-2024 Resource Center Budget -- Supplies

| Description | QTY | Cost Per | Total | Description |
|----------------------------------|-----|----------|--------------------|---|
| Laptops | 10 | \$500.00 | \$5,000.00 | Laptops for 9 positions. 1 Laptop for participant use to apply for benefits (SNAP, housing, etc.). Price based on refurbished Dell computers. |
| Computer Tower | 1 | \$500.00 | \$500.00 | Data management, data collection, reporting |
| Monitor for Tower | 2 | \$175.00 | \$350.00 | self-described |
| Monitors for Laptops | 7 | \$159.99 | \$1,119.93 | Monitors for 7 staff -- all but outreach team |
| Keyboard and Mice | 11 | \$50.00 | \$550.00 | Keyboard and mice for 11 computers (10 laptops & 1 computer) |
| RingCentral | 9 | \$167.88 | \$1,510.92 | RingCentral for staff -- Bring Your Own Device: \$13.99/month x 12 months = \$167.88. A service that allows staff's personal cell to have a business number, fax, and text features -- a less expensive alternative to buying work phones. |
| Microsoft Office | 9 | \$54.00 | \$486.00 | \$4.50/month Non-profit price. Price per staff positions yearly. |
| Lockable file cabinet | 3 | \$169.99 | \$509.97 | Required to store Narcan. Necessary for protected client information |
| Printer | 1 | \$819.99 | \$819.99 | High-volume printer for resource center. Program management. |
| Multi-use Printer Paper | 2 | \$17.99 | \$35.98 | 2 boxes 5 reams paper (one year supply) |
| Printer Ink | 2 | \$169.00 | \$338.00 | One-year supply printer ink |
| Notebooks | 1 | \$100.99 | \$100.99 | 1 pack 100 notebooks for groups, general use. |
| Binders | 10 | \$3.29 | \$32.90 | general use, program management |
| File folders | 3 | \$19.29 | \$57.87 | 3 packs of 100. General use, program management. |
| White Board | 1 | \$189.99 | \$189.99 | Display upcoming events / provide general program info. |
| White Board Markers | 1 | \$11.63 | \$11.63 | 1 Pack |
| Client Transportation | 25 | \$25.00 | \$625.00 | Est. \$25/trip Uber Health to get clients ro recovery opportunities, medical needs, etc. as last resort when no other available transportation. |
| Rack Cards | 1 | \$336.02 | \$336.02 | 5000 rack cards distributed to local agencies promoting the program and resources |
| 11 x 17 Posters | 1 | \$231.42 | \$231.42 | 100 posters advertising the program specifics and SharpSmart! |
| Business Cards | 9 | \$17.00 | \$153.00 | Business cards for 9 staff |
| Parking | 5 | \$732.00 | \$3,660.00 | 5 parking passes @ \$61 each x 12 months. |
| Sharps Container - 5 Quart | 100 | \$43.00 | \$4,300.00 | 100 Sharps containers for community distribution |
| Sharps Contaner -- Transportable | 250 | \$4.84 | \$1,210.00 | 250 personal transportable sharps containers (Cardinal Health Transportable Sharps Containers) for area participants. Prevents syringe litter. |
| Puncture Proof Gloves | 10 | \$39.99 | \$399.90 | Intra-FIT Police Search Gloves, Needle Puncture Resistant Police Duty |
| Litter Picker / Grabbers | 10 | \$11.95 | \$119.50 | Litter picker/grabbers for syringe litter management |
| Visible Safety Shirts w/ Logo | 60 | \$21.00 | \$1,260.00 | Safety Shirts with reflectors & for working safely in community |
| Total | | | \$23,909.01 | |

Original before resource center at Hancock St. \$26,837.10
 Difference: (\$2,928.09)

Revised Date: 09/20/2023

Health Equity Alliance

2023-2024 Resrouce Center Budget -- Travel Detail

| Position | FTEs | CPM | Miles | \$total | Description |
|---------------------------|----------|--------------|--------------|--------------------|--|
| Manager | 1 | \$0.586 | 1000 | \$586.00 | Travel to community partners and organizations for presentations, outreach, Good Neighbor, and SharpSmart! program |
| Harm Reduction Specialist | 1 | \$0.586 | 1000 | \$586.00 | Travel for outreach, Good Neighbor program, community clean ups, and client referrals and warm hand-offs. |
| Recovery Coach | 3 | \$0.586 | 1000 | \$1,758.00 | Travel for outreach, Good Neighbor program, community clean ups, and client referrals and warm hand-offs. |
| Outreach Specialist | 2 | \$0.586 | 1150 | \$1,347.80 | Travel in the community managing syringe litter, SharpSmart! App responses, supporting local organizations with people who use drugs, and training & education events. |
| CADC | 1 | \$0.586 | 500 | \$293.00 | Travel to presentations in the community |
| LADC | 1 | \$0.586 | 500 | \$293.00 | Travel to presentations in the community |
| VAN | 0 | \$24,197.000 | | \$24,197.00 | Purchase Price \$24,000 + registration (\$197) |
| VAN | 0 | \$9,058.300 | 10000 | \$9,058.300 | Gas -- factoring \$3.869 gas, \$4,600 ins, \$1750 Maintenance |
| Total | 9 | | 15150 | \$38,119.10 | |

Health Equity Alliance

2023-2024 Resrouce Center Budget -- Salary and Fringe Detail

| Position | FTE | Salary | Fringe (31%) | Total Per FTE | Total | Narrative |
|---|------------|----------------------|----------------------|----------------------|----------------------|--|
| Manager | 1 | \$ 55,386.64 | \$ 17,169.86 | \$ 72,556.50 | \$ 72,556.50 | Manages the day-to-day operations of the program and facility. Oversees outreach, community clean-up efforts, and SharpSmart! program; orders inventory, maintains relationships with community partners -- specifically the law enforcement and other community programs for purposes of awareness of this resource. The resource center is a good solution when a crisis drop-in center or jail, or detox, or ER are not appropriate, schedules, reports, oversees data collection and integrity. HEAL Tier 3 Manager position. Interacts with participants, earns trust and builds rapport. Relies on motivational interviewing training to spot ambivalence in conversations with people in active use and guides conversation toward healthier choices -- a best practice; does presentations in the community about this program, facilitates educational groups, participates in social events, such as dinners and recreational events, refers clients with warm hand-off to local services and programs |
| Certified Alcohol & Drug Counselor (CADC) | 1 | \$ 42,200.00 | \$ 13,082.00 | \$ 55,282.00 | \$ 55,282.00 | Interacts with participants, earns trust and builds rapport. Relies on counseling training and experience identify opportunities for conversations to help people make healthier choices, does presentations in the community about this program, oversees educational group content, participates in social events, such as dinners and recreational events, refers clients with warm hand-off to local services and programs, ensures material and approaches are culturally appropriate, ensures harm is not being caused by and ethical guidelines are abided, provides staff training |
| Licensed Alcohol & Drug Counselor (LADC) | 1 | \$ 52,500.00 | \$ 16,275.00 | \$ 68,775.00 | \$ 68,775.00 | Interacts with participants, earns trust and builds rapport. Participates in the Good Neighbor community program making sure local business and programs are aware of the resources, provides harm reduction training and education to participants and community members, provides education and training on Narcan and safer use, makes referrals to treatment and other resources and follows through with warm hand offs, provides education and training and referrals to infectious disease testing and treatment] |
| Harm Reduction Specialist | 1 | \$ 40,435.20 | \$ 12,534.91 | \$ 52,970.11 | \$ 52,970.11 | Interacts with participants, earns trust and builds rapport. Works with Outreach Specialist in the community and provides coverage on weekends. Participates in the Good Neighbor , maintains relationships with local recovery programs for purposes of warm hand-offs, provides harm reduction training and education to participants and community members, provides education and training on Narcan and safer use, makes referrals to treatment under a Critical Time Intervention model where recovery coaching skills are employed for purposes of overcoming barriers to existing programs, provides education and training and referrals to infectious disease testing and treatment |
| Recovery Coach | 3 | \$ 41,400.00 | \$ 12,834.00 | \$ 54,234.00 | \$ 162,702.00 | Operationalizes SharpSmart! program at the direction of... Manager. Responds to notifications from SharpSmart! app, participates and facilitates community clean-ups. Provides education and training (bloodborne pathogens, sharps handling, culturally appropriate language, supports local businesses with behaviors related to houselessness and active use. |
| Outreach Specialist | 2 | \$ 44,260.00 | \$ 13,720.60 | \$ 57,980.60 | \$ 115,961.20 | Focuses on improved population health outcomes by analyzing data, overseeing quality improvement processes, and coordinating efforts with community partners. |
| Manager, Health & Well-Being | 0.6 | \$ 62,500.00 | \$ 19,375.00 | \$ 81,875.00 | \$ 49,125.00 | |
| Total | 9.6 | \$ 338,681.84 | \$ 104,991.37 | \$ 443,673.21 | \$ 577,371.81 | |

Revised Date: 09/20/2023

Health Equity Alliance

2023-2024 Resrouce Center Budget -- Other

| Description | QTY | Total | Description |
|----------------------|-----|-------------|---|
| Clinical Supervision | 1 | \$ 7,800.00 | Outsourced CCS clinical supervision for staff. 52 weeks at \$150/week |
| <hr/> | | | |
| Total | 1 | \$ 7,800.00 | |

HEART Resource Center Income and Expense Start Up
Forecast based on revenue at 6 months of operations. Relatively impossible to accomplish

ARPA Funding Need = \$ 347,332.75

| Expense | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 | Total |
|--------------------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|---------------|-----------------|
| Admiral Insurance | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 3,618.00 |
| Supervision | | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 7,150.00 |
| Bamboo (HR) | \$ 55.75 | \$ 111.50 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 1,839.75 |
| Delta Dental | \$ 420.00 | \$ 840.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 14,700.00 |
| Stericycle | | | | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 3,150.00 |
| Casella | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$ 1,200.00 |
| Spectrum | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 1,800.00 |
| Versant | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 21,600.00 |
| Payroll | \$ 9,407.81 | \$ 18,815.61 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 310,457.58 |
| Employer Contribution | \$ 1,284.17 | \$ 2,568.33 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 42,377.46 |
| United Healthcare | \$ 1,840.50 | \$ 3,681.00 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 64,417.50 |
| Advanced MD (EMR) | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 12,480.00 |
| RX Costs | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 8,000.00 | \$ 28,670.00 | \$ 46,538.00 | \$ 77,340.00 | \$ 88,430.00 | \$ 88,430.00 | \$ 337,408.00 |
| Rent | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 90,000.00 |
| RingCentral | \$ 52.46 | \$ 104.93 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 1,836.19 |
| Microsoft | \$ 16.88 | \$ 33.75 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 590.63 |
| Salsa (| \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 1,869.23 |
| Adobe | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 726.92 |
| Interest on LOC | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 8,723.08 |
| Intuit | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 415.38 |
| MMG Insurance | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 1,246.15 |
| Lab Fees (LabCorp) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,125.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 4,500.00 | \$ 4,500.00 | \$ 4,500.00 | \$ 4,500.00 |
| Clinic Per Diem (Phleb) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 544.80 | \$ 1,089.60 | \$ 817.20 | \$ 1,362.00 | \$ 1,089.60 | \$ 1,362.00 | \$ 6,265.20 |
| Clinic Per Diem (MD) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,333.33 | \$ 4,333.33 | \$ 4,333.33 | \$ 4,333.33 | \$ 4,333.33 | \$ 4,333.33 | \$ 26,000.00 |
| Clinic Marketing | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 7,000.00 |
| Clinic Supplies | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500.00 | \$ 500.00 | \$ 900.00 | \$ 900.00 | \$ 900.00 | \$ 900.00 | \$ 4,600.00 |
| Office Supplies | \$ 20,249.01 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 22,540.68 |
| Parking | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 6,588.00 |
| Patient Navigator | | | | | | | | | | | | | \$ - |
| Patient Navigator | | | | | | | | | | | | | \$ - |
| Patient Navigator | | | | | | | | | | | | | \$ - |
| Total Expenses | \$ 45,848.80 | \$ 39,535.68 | \$ 53,079.21 | \$ 53,429.21 | \$ 53,429.21 | \$ 54,429.21 | \$ 68,932.34 | \$ 90,822.14 | \$ 108,817.74 | \$ 142,864.54 | \$ 153,682.14 | \$ 153,954.54 | \$ 1,018,824.75 |
| Revenue | \$ 347,332.75 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 347,332.75 |
| STI (HEP C) (1) | | | | | | | \$ 16,000.00 | \$ 48,000.00 | \$ 80,000.00 | \$ 128,000.00 | \$ 144,000.00 | \$ 144,000.00 | \$ 560,000.00 |
| PrEP (2) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 9,340.00 | \$ 13,076.00 | \$ 13,076.00 | \$ 18,680.00 | \$ 18,680.00 | \$ 72,852.00 |
| MaineCare Chapter 93 (3) | | | | | | | \$ 840.00 | \$ 2,520.00 | \$ 5,040.00 | \$ 10,080.00 | \$ 10,080.00 | \$ 10,080.00 | \$ 38,640.00 |
| Profit / Loss | \$ 301,483.95 | \$ (39,535.68) | \$ (53,079.21) | \$ (53,429.21) | \$ (53,429.21) | \$ (54,429.21) | \$ (52,092.34) | \$ (30,962.14) | \$ (10,701.74) | \$ 8,291.46 | \$ 19,077.86 | \$ 18,805.46 | \$ (0.00) |

Revenue assumptions

Estimated # of Individuals

| | | | | | | |
|--|---|---|---|----|----|----|
| (1) STI (HEP C) average length of treatment is 2-3 months or 3-4 months | 1 | 3 | 5 | 8 | 9 | 9 |
| (2) PrEP pre-exposure prophylaxis which reduces chance of HIV | 0 | 5 | 7 | 7 | 10 | 10 |
| (3) MaineCare Chapter 93 - eligible to bill for individuals suspended from other programs (assume 1/2 of those seen) | 1 | 3 | 6 | 12 | 12 | 12 |

HEART Resource Center Income and Expense Start Up

Forecast based on revenue at 9 months of operations. Difficult -- but potentially possible

Funding Need = \$ 556,495.15

| Expense | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 | Total |
|-------------------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|
| Admiral Insurance | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 301.50 | \$ 3,618.00 |
| Supervision | | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 650.00 | \$ 7,150.00 |
| Bamboo (HR) | \$ 55.75 | \$ 111.50 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 167.25 | \$ 1,839.75 |
| Delta Dental | \$ 420.00 | \$ 840.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 1,344.00 | \$ 14,700.00 |
| Stericycle | | | | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 350.00 | \$ 3,150.00 |
| Casella | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$100 | \$ 1,200.00 |
| Spectrum | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 150.00 | \$ 1,800.00 |
| Versant | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 21,600.00 |
| Payroll | \$ 9,407.81 | \$ 18,815.61 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 28,223.42 | \$ 310,457.58 |
| Employer Contribution | \$ 1,284.17 | \$ 2,568.33 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 3,852.50 | \$ 42,377.46 |
| United Healthcare | \$ 1,840.50 | \$ 3,681.00 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 5,889.60 | \$ 64,417.50 |
| Advanced MD (EMR) | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 1,040.00 | \$ 12,480.00 |
| RX Costs | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 8,000.00 | \$ 28,670.00 | \$ 46,538.00 | \$ 83,208.00 |
| Rent | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 7,500.00 | \$ 90,000.00 |
| RingCentral | \$ 52.46 | \$ 104.93 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 167.88 | \$ 1,836.19 |
| Microsoft | \$ 16.88 | \$ 33.75 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 54.00 | \$ 590.63 |
| Salsa (| \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 155.77 | \$ 1,869.23 |
| Adobe | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 60.58 | \$ 726.92 |
| Interest on LOC | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 726.92 | \$ 8,723.08 |
| Intuit | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 34.62 | \$ 415.38 |
| MMG Insurance | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 103.85 | \$ 1,246.15 |
| Lab Fees (LabCorp) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,125.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 4,500.00 |
| Clinic Per Diem (Phleb) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 544.80 | \$ 1,089.60 | \$ 817.20 | \$ 2,451.60 |
| Clinic Per Diem (MD) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,333.33 | \$ 4,333.33 | \$ 4,333.33 | \$ 13,000.00 |
| Clinic Marketing | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 4,000.00 |
| Clinic Supplies | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500.00 | \$ 500.00 | \$ 900.00 | \$ 900.00 | \$ 900.00 | \$ 900.00 | \$ 4,600.00 |
| Office Supplies | \$ 20,249.01 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 208.33 | \$ 22,540.68 |
| Parking | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 549.00 | \$ 6,588.00 |
| Patient Navigator | | | | | | | | | | | | | \$ - |
| Patient Navigator | | | | | | | | | | | | | \$ - |
| Patient Navigator | | | | | | | | | | | | | \$ - |
| Total Expenses | \$ 45,848.80 | \$ 39,535.68 | \$ 53,079.21 | \$ 53,429.21 | \$ 53,429.21 | \$ 53,429.21 | \$ 53,929.21 | \$ 53,929.21 | \$ 55,329.21 | \$ 69,332.34 | \$ 91,222.14 | \$ 108,817.74 | \$ 731,311.15 |
| Revenue | \$ 556,495.15 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 556,495.15 |
| STI (HEP C) | | | | | | | | | | \$ 16,000.00 | \$ 48,000.00 | \$ 80,000.00 | \$ 144,000.00 |
| PrEP | \$ - | | | | | | | | | \$ - | \$ 9,340.00 | \$ 13,076.00 | \$ 22,416.00 |
| MaineCare Chapter 93 | | | | | | | | | | \$ 840.00 | \$ 2,520.00 | \$ 5,040.00 | \$ 8,400.00 |
| Profit / Loss | \$ 510,646.35 | \$ (39,535.68) | \$ (53,079.21) | \$ (53,429.21) | \$ (53,429.21) | \$ (53,429.21) | \$ (53,929.21) | \$ (53,929.21) | \$ (55,329.21) | \$ (52,492.34) | \$ (31,362.14) | \$ (10,701.74) | \$ (0.00) |

Revenue assumptions

Estimated # of Individuals

| | | | |
|--|---|---|---|
| (1) STI (HEP C) average length of treatment is 3 months | 1 | 3 | 5 |
| (2) PrEP pre-exposure prophylaxis which reduces chance of HIV | 0 | 5 | 7 |
| (3) MaineCare Chapter 93 - eligible to bill for individuals suspended from other programs (assume 1/2 of those seen) | 1 | 3 | 6 |

Summary of Contents

Primary remaining concerns:

1. Funding

- HEAL's proposal is stronger and preferred with full funding (\$697,710)
- Partial funding of \$556,495 is possible (see narrative [page 3](#))

2. Location

- HEAL prefers the downtown location at Columbia Street ([see narrative page 5](#)).
- If Columbia St. is not a viable location, plan B solves the issue (Outreach based on Columbia St. and resource center at HEAL ([see narrative page 7](#)))

Need

Community Partners & Stakeholder Identified

- It's going to be cold soon. We know this honorable council is aware cold weather is approaching, but we're reminding Councilors this project needs 90 days to operationalize.
- The resource center addresses # 1 and #25 on Councilor Sprague's *Short-term Action Steps for Addressing Homelessness in Bangor*
- Bangor City Council and community partners have discussed the need since COVID
- A resource center is a best practice, will improve outcomes, invigorate community partnerships, ameliorate the impact of houselessness on downtown business and organizations, and save lives.

Readiness

HEAL is Ready

- **HEAL can have a resource center up and running in 90 days.** HEAL has been working over a year to obtain all the licenses, partners, and registrations necessary to be ready.
- HEAL can also have its back-up plan operationalized in 90 days ([see slide 7](#))



Resource Center

Funding

(short summary on next page) HEAL believes this application is one of the best values in the APRA application pool and an excellent return on investment. It addresses a priority need as identified by the City, is entered into by an organization that has the trust of, and relationships with, the target population, and has a built-in sustainability model. HEAL is **NOT** factoring ANY personnel indirect costs – so IT, HR, admin, or executive leadership costs are NOT included. We've worked as good stewards of public funds responsibly and steadfastly to ensure the least amount of ARPA funds were requested to minimally be secure and confident in the project's success. Like many non-profits, we're accustomed to working in scarcity and always will. HEAL isn't using the funds for raises, better offices, or benefits. The request is only for the mission.

Included in the 09/11/2023 workshop packets are 2 pro formas – one based on revue at 6 months (which would be 3 months after opening) and one based on 9 months (6 months after opening).

- Achieving billable services at 6 months is **unrealistic**, but we've included it for reference.
- Achieving billable services at 9 months (6 months after opening) is perhaps overly **optimistic**.
- **HEAL strongly suggests funding the full application amount of \$697,710** to provide security in an ongoing and sustainable resource center. We think it smart of other organizations obtaining ARPA funding for **grant writers** to bring in additional revenue to strengthen their core services. *If* HEAL achieves positive cash flow prior to one year, we will do the same – enhance services. The revenue we receive will 100% go back into the programs and people we serve, which is the purpose of the funding request. Other option on [next page](#).



Resource Center

Funding Continued

- If the council believes we *will* be successful earlier than targets, we can work aggressively with **\$556,495.15** (representing potentially positive cash flow at 9 months). (See 9 month pro forma in packet). We respectfully request the Council consider escrowing the balance of 1-year funding (about \$141k) to provide some project security should HEAL be unable to achieve sustainability at 9 months.

Summary:

- Full funding is preferred
- Partial funding of \$556,495 is possible (see comments [above](#))

Resource Center **Location**

- **Alternate location [narrative](#) on page 7**

Downtown on Columbia Street: HEAL firmly believes the purpose of the resource center is to be downtown. To mitigate the impact of people experiencing houselessness on local businesses and organizations, a central and easily accessible location is best. **HEAL does not believe it will attract people outside of town but will provide a place for people who are already downtown** – a place to go with services *off* the streets. Our numbers and sustainability model is predicated on existing people in the community. Based on our experience, we believe we can accomplish the same culture of respect for people and property we’ve achieved at our other locations. For example, HEAL has the highest volume of people in active use at its Bangor location. However, the park across the street is not one of the many parks in the City known for syringe waste. We’ve created a culture of respect for people and property we will carry to the Columbia St. location.

- A downtown location is additionally preferred for community collaboration. The Columbia Street location is a neutral zone with space for community partners to meet their clients. While its possible to have the same space for community partners elsewhere, a place not owned, but rented by HEAL for the community fosters stronger relationships.
- Lastly, a downtown location is preferred for purposes of being part of the solution with the community – in the middle where relationships with business owners and stakeholders have more meaning by proximity.



Resource Center

Observations on NIMBYism

- The purpose of this endeavor is to improve lives –people in active use experiencing houselessness, business and property owners, tourists, citizens, neighbors, and stakeholder. Instead of congregating at the library, or loitering in places not meant for loitering, people experiencing houselessness in active use will rest and receive services at the resource center.
- Nearly everyone we’ve canvassed and talked to agrees Bangor needs such a resource center. However, **some, not all, don’t want a resource center in their backyard.** We understand fear and are compassionate for those concerned about their property, business, and safety. This project aims to improve lives, not cause fear or harm. The entire point of the project is to provide a place for people who are already downtown, and we firmly believe fears and harm will be lessened by our presence, not increased.
- The Columbia Street location is already zoned for this service and the location is perfect. The church next door has traditionally held weekend meal events and Sunday service regularly accommodates many more people than we anticipate serving.
- We’ve already done this. Many people, even on Columbia St., were unaware there was a homeless shelter during the crisis portion of COVID at this same location on Columbia Street. A culture of respect for people and property was imbued in the shelter and because there was no sign on the building stating it was a shelter, most people didn’t know. I don’t think this endeavor will be dissimilar.



Resource Center

Location Plan B

- ([Summary next page](#)) -- HEAL gets it! If the majority of people think we're going to cause harm, let's do the next best thing. Keep the outreach (the Good Neighbor program) and SharpSmart! syringe litter components of the resource center at Columbia St. to support our downtown business owners and stakeholders and put the resource center at HEAL. We believe we will be less effective further away from town, but we see this as a good alternative to nothing.

Highlights Plan B:

- **We can still open in 90 days from funding.**
- A van is needed, but new rent calculations are slightly less overall. We would need to adjust the budget up approx. \$38k (van acquisition, gas, maintenance, and insurance for 1 year).
- We've obtained permission and negotiated for additional space at HEAL's building on Hancock Street.
- We've negotiated for less space at Columbia Street
- We're ready and prepared to move forward with plan B.

Operations Highlights:

- The "Good Neighbor" program stays at Columbia St. providing outreach, syringe litter maintenance, and support to local business and stakeholders and people in active use downtown. One to a few people at a time might be brought back to the Columbia St. site temporarily to be transported to the resource center on Hancock Street.
- The resource center is on Hancock St. at the same building HEAL is in.



Resource Center **Plan B Summary**

If a location on Columbia St. prevents the project from moving forward...

Plan B

- **HEAL will position the outreach and syringe litter management portion of the project on Columbia St to optimize response time and be proximal to need. This will mitigate fears of creating an unacceptable or new impact in the area.**
- **HEAL will position the *resource center* component of the project at expanded office space at HEAL**
- **An additional approx. \$38k is needed for van to transport clients (acquisition, gas, maintenance, ins. for 1 yr)**