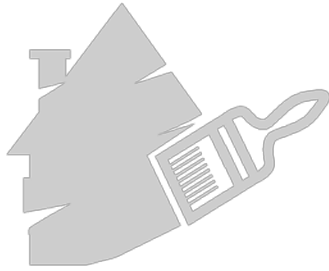


Letter of Transmittal



Date:
April 23, 2018

To:
Department of Housing and Urban Development,
Office of Healthy Homes and Lead Hazard Control

From:
City of Lewiston Maine
27 Pine Street
Lewiston, ME 04240

Final Narrative Report

[MELHB0583-14](#)

Lewiston-Auburn Lead Program

Summary and Accomplishments of Lewiston-Auburn Lead Grant Program

Program Design - Creating Lead Safe, Green and Healthy Homes: The Lewiston-Auburn Lead Program (“Program”) was designed to reduce lead hazards in the targeted area homes through a comprehensive plan of lead hazard reduction, enforcement, economic development, job training, and outreach.

Target Area and Population:

Incorporated in the late 1790’s, the sister Cities of Lewiston-Auburn (L-A) are situated adjacent to each other and are located in central Maine. Lewiston’s downtown is comprised of low income and poorly maintained large multi-family tenement style housing built pre-1940 with 8-12 units. In Auburn the older housing stock consists of large homes that have been converted into 2-4 rental units that house low income families. In Lewiston, Census Tracts 201-204 and in Auburn, Census Tracts 101,103 & 105 comprises the LALP Target area. Starting in 2001, Somali refugee families began moving to L-A. Now L-A is home to 6,000 to 7,000 African refugees, immigrants and asylum seekers representing 11.2% of the overall population. Maps available from the Maine Center for Disease Control and Prevention demonstrate that childhood lead poisonings are concentrated in the downtown L-A census tracts where the housing is the oldest, least maintained and where the poorest community members reside.

Families assisted by the program were made up of:

- 138** children under age 6
- 222** children ages 6-17, and
- 358** adults ages 18 or older

Income levels recorded based on MFI for Lewiston-Auburn Maine were:

- 201** units at 50% MFI
- 38** units at 80% MFI
- 5** units at Over-Income (Commitment to rent to qualified tenants at unit turnover was required)

Community Outreach:

Healthy Androscoggin (“HA”) is a community coalition of dedicated community members and organizations who work to improve the health and quality of life of residents of Androscoggin County, Maine and provide direct health prevention services in at risk communities in Lewiston and Auburn. As a sub-recipient, HA Community Health Outreach Worker **Fowsia Musse**, was funded under this grant. She has over 12 years of experience, conducting trainings, outreach and providing client referrals to the Program from various multilingual populations in the target area. Her experience as a Somali refugee and as an extensively connected community member allows her to provide outreach and application assistance to the large Somali and other African immigrant populations. Cleaning kit demonstrations and a Picture Flip Book that she helped develop have been valuable in reaching residents with language barriers and limited reading abilities.

Benchmark Activity	Target	Achieved
Resident Education for low income families, (in units Applied for Program Assistance)	220 unit visits	254 visits
Conduct/ Participate in Community Outreach Events	50 Events	78 Events
Community Outreach for Lead Poisoning Prevention	5,000 Residents	5,611 Residents

Program unit demographic information: (Not all residents were willing to provide this)**83** Female Head of Households**31** Disabled Head of Households**5** people identified with a Hispanic ethnicityPeople self-identified as: (Not all residents were willing to provide this)**284** White individuals**212** Black-African American individuals**18** Black-African American & White individuals**4** Black-African American & Native American individuals**6** Asian-White individuals**3** Other Multi-Racial individualsLead Poisoning Prevention:

The Program intends to dramatically reduce the risk of lead poisoning in the targeted community. During this grant period, the State of Maine Center for Disease Control (“CDC”) law changed, which lowered the EBL action level from **10 ug/dL** to **5 ug/dL**.

- Effective March 2015, for children less than 6 years old, providers should confirm all capillary blood lead levels **≥5 ug/dL** with venous samples, and follow up on all venous blood lead levels **≥5 ug/dL**.
- Effective September 19, 2016, the Maine CDC provides a full lead investigation of a child's home environment when a venous blood lead test result is **≥5 ug/dL**.

The change in the EBL screening “action level” mid grant impacts the appearance of the CDC Poisoned Child data. State mandated inspections and abatements significantly increased during this grant period. The State of Maine Environmental Testing Lab experienced Lead dust sample increases from 350 per month when the change started (Sep. 2016), to 1,050 samples per month a year later (Nov. 2017).

Maine CDC Lead Poisoning Data for Lewiston-Auburn:

Data Category (Children 0-<36 Months)	2014 Data	2016 Data
Population base of Children	2,289	2,246
Number of Children Screened for EBL	1,006	903
Percentage of Children screened for Lead	44%	40.2%
Confirmed children with EBL @ ≥5 ug/dL	38	47
Unconfirmed EBL at 5-≤10 ug/dL	69	45
Estimated number of Children EBL @ ≥5 ug/dL *Note: (#Confirmed + 0.38 x # Unconfirmed)	64	64
Estimated percent of Children screened @ ≥5 ug/dL	6.4%	7.1%

*Note: This is an estimated number and percent of children with a blood lead level at or above 5 micrograms per deciliter (ug/dL), among those screened. A blood lead test is considered a “screening test” only when a child has no prior history of a confirmed blood lead ≥5 ug/dL. The estimated number of children with a blood lead level ≥5 ug/dL is the number with confirmed tests plus 38% of the children with unconfirmed 5-≤10 ug/dL tests. A blood lead result is considered unconfirmed if it is a single capillary specimen ≥5.

The Program conducted Lead hazard control work at 31 Properties (**142 units**) identified by the Maine CDC during **Environmental Lead Investigations**. Twenty-six (**26**) **children with a confirmed EBL were connected with these property investigations.**

Lead Safe Units:

The Program used an owner Affidavit that stipulated the following.

6.) When leasing Program Units during the three year term I agree to give priority to income eligible families with children under the age of six years. I agree to advertise vacant/vacated Program Units on the Maine Housing search.org website. www.mainehousingsearch.org I agree to include in the advertisement that the Program Unit has been made lead-safe and that families with children under the age of 6 years are encouraged to apply. I also agree that units cleared by the Lead Program may be listed on the www.lewistonauburnlead.org website as a property receiving lead grant funds and resources.

The State of Maine has control over the Maine Housing Search website and it is undergoing changes of ownership between departments and responsibility for maintenance. The LewistonAuburnLead.org website is maintained as a resource for the community by the Program. It is not dynamic in the sense that vacant units can be put listed or removed at convenience. It is intended to be a list of properties known to be made Lead Safe by the program with the Lead Safe Date. It does qualify that owners are responsible for safe maintenance practices; units are still likely to have some lead painted surfaces, and that tenants should inform owners anytime they have damaged paint. We do list property address and bedroom counts for units at each property. Most importantly, we want the public to know that there was paint testing data for these properties and that owners should be able to provide that for tenants, or potential new owners.

Benchmark Activity	Target	Achieved
Conduct Lead Inspection/ Risk Assessments	260 units	308 units
Conduct Lead Hazard control work to clear units	225 units	244 units
Deliver Lead Safe Maintenance Plans (Post Remediation)	225 Units	244 units
Healthy Homes Hazard Control Work with Lead units	160 units	205 units

Contractor/ Community Capacity:

During the period of this grant, we had 3 primary lead certified contractors willing to bid and complete program projects. One struggled with quality of work and performance issues and has now been dropped from bid invites. New contractors started bidding towards the end of the grant. One is weak in carpentry, and good for paint abatement. Another contractor is developing well to be one of the top 3. We still have 3 primary, and 2 smaller contractors that randomly bid projects.

Lead Worker Training was used to assist worker training as needed for the abatement level contractors. Since that pool was relatively small and had a focused impact on program projects, we also trained property maintenance people and property owners who did their own maintenance in the Lead Safe practices of EPA's Renovate, Repair, and Paint program ("RRP") that work on properties in our target area. Some of these people did also go on to take Lead Abatement level trainings to make rental housing

in our target area lead safe with private funding. We **trained a total of 186 individuals** in the categories of EPA's RRP, and Lead Inspection, Lead Risk Assessment, and Lead Abatement Supervisor which is regulated by the State of Maine Department of Environmental Protection ("DEP").

A HEPA Vacuum Loan Program was established at the City Hall in Lewiston and in Auburn with a HEPA Vacuum at each location that a can be signed out for the cost of the cartridge, and used to conduct safe clean-up of particles that could contain Lead dust. For a property owner, this is valuable when doing RRP Lead Safe Maintenance since they may not normally have access to one. A tenant may have the same need, regarding their unit if property maintenance is not keeping up with it.

Benchmark Activity	Target	Achieved
Lead Worker Trainings	136 People	186 People
Establish HEPA Vacuum Loan Programs	2 programs	2 programs

The Program's Approach:

Multiple City and State agencies and community partners worked together to implement cost effective strategies that targeted where children at risk reside. State of Maine agencies for the DEP and CDC actively work with HUD grant programs to share information about properties in need of Lead Hazard work, and training events or contractors available to assist with the Lead work. Portland Maine, Maine State Housing Authority, and the City of Lewiston all have HUD Lead grants and actively share data and best practices with each other. **Every three months all HUD Lead grant programs in Maine meet with Maine CDC, Maine DEP, and the Community Action Programs** (which provide the technical Lead Services). We look at statewide information and practices to adjust our programs and work together when possible for better results.

Compliance and Enforcement:

The Program is strongly committed to providing a viable mechanism to translate code enforcement into tangible home renovation and lead hazard reduction that produces safer housing. The City's Code Enforcement department works with the Program to pursue the repair of rental properties through owner compliance assistance as well as the enforcement of City and State lead statutes against non-compliant owners that have outstanding lead or housing code violations. A city Code Enforcement officer visited each project that applied to the Lead Program for a Health and Safety visit and advised which properties would result in safe housing based on the scope of work the Lead Program would do. Properties that had hazards beyond the scope of our program were denied acceptance unless other resources were found to address these rehabilitation needs.

The Program incorporated components of both of the City's Consolidated Plan, Green & Healthy Homes Initiative, and its enforcement strategies to address the needs of at risk families and children. Combining lead hazard reduction work with housing rehabilitation, energy efficiency, and weatherization programs, allows the Program to create affordable lead safe homes and a more permanent transformation of deteriorated housing to sustainable lead safe and affordable housing.

Additional City rehab funding in for grant projects (**42 units**), amounted to **\$187,499** to pay for new roofs, heating systems, hot water systems, siding, entry steps, weatherization and basement drainage improvements. ***Green and Healthy Homes units included improving a component of weatherization and a Healthy Homes Hazard component, for a total of lead program 21 units.***

Benchmark Activity	Target	Achieved
Leverage Funded Rehabilitation work (roofs, heating systems, hot water systems, siding, entry steps, weatherization and basement drainage)	No Target	42 units
Leverage Funded Weatherization (GHHI Units)	40 units	21 units

Lead grant projects assisted included:

4 Single Family Homes (4 units),
 38 Projects with 2-5 units per building (108 units),
15 Projects with 6 units or more per building (132 units)
 57 Projects assisted by the Program including **244 units**

Applications that dropped:

0 Single Family Homes
 6 Projects with 2-5 units
8 Projects with 6 units or more
 14 Projects dropped (**90 units**)

- *Four Projects that Dropped re-applied under the 2017 NOFA. (27 units)*

Grant Application, Work Plan, and Policy and Procedures:

The original work plan was effective. The City has limited in-house resources for application intake and project oversight, and relies heavily on our sub-grantee Community Concepts Inc. a non-profit CAP agency. We made minor changes to support the City having clear control as to which projects moved forward or were put on hold during different parts of the process, rather than only at the beginning.

For example, an owner wanted to change contractors after signing contracts and the contractor had been working on site. The contractor had already incurred expenses, the City had a grant mortgage and promissory note in place, and the only other contractor that submitted a bid was \$40,000 higher.

Situations like this need careful explanation and protocol so that the owner knows what the regulations and process dictate and can make an informed decision to withdraw or continue in the program. Owner match was something that needed to be escrowed at contract closing by the end of the grant cycle. Most owners had no trouble providing it when requested, though 2 projects had difficulty and we were starting to see higher owner match amounts. Owner match delays slow contractor production.

We started requiring billing once a unit design is cleared instead of when parts of it are cleared, with the exception of large exteriors or Healthy Homes scopes of work where the project is extended or may involve a secondary trade such as an electrician or plumber. Standardizing billing in a simpler manner saved contractors and program administrator's time in verifying invoices were eligible and accurate.

We also decided to get better documentation from the Code Enforcement officer as to reasons why a property failed to be viable, so we could compel owners to invest in improvements prior to qualifying for grant funds. At least one project came through where an owner was told to fix a roof by Code, and the owner failed to. The code officer had changed jobs and documentation of that conversation was not made at the time it happened. We worked to obtaining Code sign-offs for projects once the program work was done, which in some cases required rebuilding entry stairs for code compliance and adding graspable handrails where contractors had missed these details.

Unit Work Conducted:

Unit work involved addressing Lead Hazards on exteriors and common areas as they related to occupants of the units and potentially creating a Lead Dust that was tracking into the units or moving through the open windows. Exterior hazards were addressed on properties with historical significance

according to the State Historic Preservation Office (SHPO) consent. Methods used included scrape and paint encapsulation of siding, trim, porches, and roof overhangs. (Enclosure with Plexiglas was used here under Healthy Homes since Stained glass had deteriorated Lead and loose glass.) (Below)



Component replacement was used when deterioration and/or friction and impact hazards required it, such as porch components or exterior doors. (Below)





Complete component removal was used for deteriorated components that were no longer required. (Below) (Enclosure methods for aluminum coil stock at upper trim and window trim along with scrape and paint at street entry are also shown here).



Enclosure methods were used for deteriorated siding (securing fan-fold insulation per Lead Regulations and covering with a vinyl siding) and trim and roof overhangs that could be covered with a metal coil stock. (Below)



Both Enclosure Methods for siding and trim, and component replacement for unsafe leaded porches and windows, were used for this project. (The owner contracted for new individual unit heating systems to be installed, seen protruding through the siding, outside of the Lead Scope of work.)

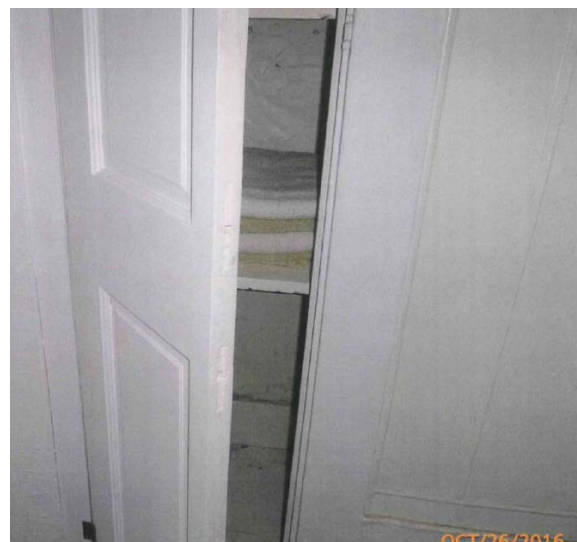


Soil Hazards were addressed by bringing in new uncontaminated soil and mixing to lower the soil lead level. (Optional method to encapsulate the soil under asphalt or concrete was not used on program projects though contractors have been able to do that on private projects. Optional soil removal was not used since leaded soil is considered a hazardous waste and disposal costs were prohibitive.)

Interior Lead work addressed common areas and unit interiors. Methods used included scrape and paint encapsulation for surfaces with a good substrate and no friction impact hazards, such as trim, baseboards, doors, jambs, fixed windows, window sills and closet shelving or built in cabinet faces.



Complete paint removal methods (scrape to bare) was used for window sills and small friction surfaces such as door edges and door jambs.



Enclosure methods were used for surfaces such as isolating fixed windows in poor condition with Plexiglas, covering stair riser boards with a sheet good, or covering lead painted floors with a new floor surface.

Component removal was used for unnecessary components such as locations with multiple entry doors from a common hall in a multifamily property; old porch clothes line framing, etc.

Component replacement was used for friction/ impact hazards such as window sashes, window sills with teething marks, and damaged doors or those with Lead paint deterioration that could not meet the fire rating requirements for the unit.



Lead Abatement Cleanings were used in units that had exposure to common area and external Lead hazards. These hazards were attributed to the cause of lead dust in the units through use patterns of occupants and as collected in window troughs which blow into the units when windows are open.

Healthy Homes (HH) Hazards:

HH hazards identified and addressed case by case were primarily under the following categories:

LEAD in paint and once in water which was treated by replacing domestic water piping and fixtures.

Dampness and Mold Growth were treated with roof repairs, ceiling repairs, and mechanical ventilation in bathrooms and kitchens.



Carbon Monoxide treated with installing detectors and repairing direct ventilation for combustion units.

Entry by Intruders focused on broken entry doors and windows accessible from outside.

Lighting issues primarily focused on broken or missing lighting components replacement.

Falls on Level Surfaces focused on thresholds or damaged floor surfaces at room transitions.

Falls on Stairs focused on proper handrails and sometimes on proper stair design due to uneven rise and run measurements. Some entry steps needed a handrail due to rise to the platform exceeding 24".

Falls Between Levels focused on guardrail heights on raised platforms and porches.

Electrical Hazards had to do with GFI receptacle protection in wet areas and outlet boxes not secure in the wall.



Fire Hazards started with smoke detectors and decided to push them onto the owner for compliance and focused on Fire Rated Doors.



Structural Collapse and Falling Elements focused on deteriorated structural components for porches, and for loose building components overhead. (Such as loose drop ceilings inside or loose porch components and loose trim on the exterior, etc.)

Evaluations or Research

This topic does not apply to the Lewiston-Auburn Lead Program.

Conclusions and Lessons Learned

The Lead Program was able to look at 73 different properties in the community. The cities gained access to buildings that previously had not been inspected by City Code Enforcement. Of these properties, 57 successfully went through the lead program. Of the 16 properties that did not go through the program, 2 re-applied under the new grant and are moving forward. The others were dropped by the owner's choice or were informed as to what they needed to fix to qualify for the program.

Owners that are not willing to work with the program up front have trouble with every step of the process. They may have trouble clearing tax or municipal debts, providing significant owner match money or timely documents and will always be troublesome. If I try to help a project along and give an owner leeway to meet compliance, they usually do not commit to the program. If they commit to the program, I have to drag them through the process. They are not timely with their responsibilities. It is much more effective to be firm and fair up front and see who is willing to meet the time and commitment requirements with no exceptions. Down the road a proven responsible owner is someone you could work with if there was a program issue with their project.

Of the properties cleared, 26 children had been poisoned by hazards we have corrected. We continue to see children at program projects and with our resident education provider, we are helping tenants become aware of safety dealing with Lead Paint Hazards.

At least 5 owners have applied with more than one property for grant assistance. This has demonstrated a commitment from the community to improve safe housing before Lead violations were posted at one of their buildings. These properties have maintained affordable housing for low income families before and after the program work.

The most effective way to manage the grant is to rely on the people around you with institutional experience and a view of historic timelines for each part of the process. This needs to be considered and measured against the specific grant guidelines, which HUD shares on an ongoing basis. In reality I need to be looking at my deadlines 2 quarters ahead. Projects that just apply in my program need a first visit by Code Enforcement and the Program Manager to verify that the property is acceptable and will result in safe housing. Then the assessments, designs, and project bidding are scheduled. This takes a few weeks for multi-unit projects, which are the majority of housing in our city. The owner may also delay if they cannot easily provide the owner match required.

Reaching a contract within 1 quarter is routine for most cases. The contractor scheduling is a hard to predict. It is why we need to look 2 quarters ahead. With 3 proven reliable contractors for large projects and a few newer or smaller contractors, we cannot always predict if the contractor will have other projects booked that delay the project by more than 30 days. Having extra work in the pipeline and monitoring contractor schedules is the only way we found to predict meeting grant targets.

Healthy Homes has been a great asset for addressing safety hazards outside of deteriorated lead paint. It is often not cost effective or reasonable to include some items in the Healthy Homes Scope of work. Excessive electrical or plumbing activities involve a separate licensed contractor and are more expensive. Some hazards identified need immediate attention and should not be delayed for a bid award and contract signing, such as smoke and carbon monoxide detectors, or defective exhaust

systems on combustion appliances. Items needing immediate attention, specialty licensed trades, or items that should be part of routine maintenance are referred to the owner for correction.

Financial Summary

Average costs per unit were based on the following:

Typical Full Lead Paint Inspection and Risk Assessment (LIRA)	Cost per unit \$ 600.00
Typical Lead Hazard Control Design and Bidding	Cost per unit \$ 500.00
64 Units Required Temporary Relocations	Average cost per unit \$ 1,081
<u>244 Units Funded for Contractors (Hazard Control Work)</u>	<u>Average cost per unit \$ 11,305.00</u>
244 Units Funded: Lead Grant funds	Average cost per unit \$ 7,661.00
244 Units Funded: Owner Match funds	Average cost per unit \$ 2,174.00
205 Units Healthy Homes Supplement	Average cost per unit \$ 1,751.00

Category	Original Budget	Amount Required	Adjusted Balance
1. Personnel Direct Labor	\$157,068.08	\$151,928.37	\$5,139.71
Comments: The Lead Program started with a program manager that still had other responsibilities. After 10 months, a program manager was hired to be 100% FTE of the Lead Program without additional job responsibilities.			
2. Fringe Benefits	\$56,978.34	\$56,925.82	\$52.52
3. Travel	\$28,880.00	\$30,064.31	(+\$2,000.00) \$815.69
Comments: The Lead Program moved \$2,000.00 into this account from supplies and materials. The program chose to include sub-recipient key personnel in the HUD PMS trainings whenever possible. (Up to 3 persons per training) This required a little more money than originally projected. It was a valuable method to help get the different parts of the program understanding the program needs and guidelines with HUD.			
4. Equipment	\$0.00	\$0.00	\$0.00
Comments: The Program had a sub-grantee with the equipment necessary for the "Technical" Lead parts of the program. There was no need for equipment purchases.			
5. Supplies and Materials	\$20,163.45	\$14,177.04	(-\$2,000.00) \$3,986.41
Comments: The Lead Program moved \$2,000.00 from this account to Travel. The City has general supplies and materials on hand. In an effort to be conservative, we used what was available before purchasing new materials which kept costs down. We also did not require specialty printing for program brochures or application paperwork as this was done in house or by our sub-recipients.			

6. Consultants	\$0.00	\$0.00	\$0.00
Comments: The Lead Program did not require any specialized consultants.			
7a. Community Concepts Inc. (CCI) (Sub-grantee)	\$715,674.00	\$565,139.14	(-\$142,036.67) \$8,498.19
Comments: This included Application Intake, Lead Inspection/ Risk Assessments, and project Designs for 288 units. (Some units dropped after being accepted for application and before contracting with the program). Project Oversight was paid for the 244 units that the program cleared. The CCI original budget included the funds for temporary tenant relocation costs. Relocation costs were as expected per unit. Fewer units than projected needed the relocation option. Maine CDC paid for 108 Lead risk Assessments (\$600 per LIRA), which amounted to a match and Lead Program cost savings of \$64,800. We did not count match dollars for projects that dropped out instead of going through the program to achieve clearance.			
7b. Lead Hazard Control Contractors	\$1,735,050.00	\$1,881,818.78	(+\$151,411.12) \$4,632.44
Comments: Lead Hazard Control work was awarded by sealed a sealed bid process with the requirement that the contractors attended the pre-bid walk though. The Lead Program was able to achieve lower costs than originally budgeted on language translation services, lab fees, and temporary relocations. This \$151,411.12 was shifted into this category to allow for Lead Hazard control work and unit clearances that exceeded target by 19 units.			
7c. United Somali Women of Maine Interpreter Services	\$26,390.00	\$0.00	(-\$16,022.50) \$10,367.50
Comments: The Resident Education provider hired a person with the background and language abilities to serve this need at no additional cost to the grant. The original group identified never materialized with this service. Funds in the amount of \$16,022.50 were moved to other direct costs.			
7d. Healthy Androscoggin (HA) (Sub-recipient)	\$139,914.50	\$155,222.69	(+\$15,311.38) \$3.19
Comments: The Resident Education provider visited more units than originally projected. We exceeded the original budget by 34 visits. Additional funding of \$15,311.38 was moved into this from other direct costs.			
7e. State of Maine Environmental Testing Lab	\$91,440.00	\$32,112.00	(-\$24,720.00) \$34,608.00
Comments: Maine CDC paid for project lab clearance samples in excess of \$12,688 on projects they had posted for Lead Paint Hazards. They also paid for related lab costs on their initial investigations (Lead Inspection/ Risk Assessments) and referred those projects to our program. Due to noticing this match source mid grant cycle, we did not document the entire eligible match we see looking back. (We also did not count match dollars for projects that dropped out instead of going through to clearance.) Funds in the amount of \$24,720.00 were moved to other direct costs to achieve more unit clearances.			

7f. Lead Worker Training	\$21,201.04	\$37,025.00	(+\$16,056.67) \$232.71
Comments: Lead Worker Training interest spiked due to a visit from the EPA Region One in 2016, State of Maine CDC Lead Poisoning Prevention activity, and successful Landlord Lunch and Learn meetings hosted during Fair Housing month 2 years in a row. We focused on workers that would be part of the Lead Abatement industry as a top priority. Second to that we trained property owners and property managers that have rental units in our target area with the EPA RRP level training. Some of them also took Lead Abatement Training. Education for Lead Safe Maintenance Practices at rental housing was viewed as a mechanism to prevent unsafe conditions units and reduce the chance of a child poisoning, outside of grant projects. We moved \$16,056.67 from other direct costs to achieve 50 trainings over target.			
8. Construction (Not Eligible)	\$0.00	\$0.00	\$0.00
9. Other Direct Costs (Not used)	\$2,399.60	\$0.00	\$2,399.60
9z. Healthy Homes Initiative	\$400,000.00	\$382,957.19	\$17,042.81
Comments: Due to contractor capacity and some projects that failed to materialize in time, we could not use all of the allocated funds before the close of our grant cycle.			
10. Indirect Costs (Not used)	\$0.00	\$0.00	\$0.00

Funds not required for completion of the work amounted to \$ 87,778.77. This money was not requested for drawdown. We should have been able to make use of those funds for additional program work and we have reviewed the circumstances that lead to this.

Institutional experience plays a huge role in understanding the budget process, carefully planning spenddown to meet or exceed targets, and to plan enough in advance to achieve budget optimization. As the program manager, I am new to the grant and grant budget world. I am fiscally conservative and did not want to overspend my budget without knowing where the money would come from. After an internal dialogue with city personnel we have made some decisions to achieve better results going forward.

- We have a financial software package that we will now implement for the HUD programs to record and monitor our negotiated budget in real time.
- We have identified the Maine CDC match sources and will track them better from beginning to end of the grant cycle.
- We have identified a secondary source of funds that can be used for any funding over commitments by the Lead Program, thus reducing the need to be at target.
- We have a proven process for getting the applications in and projects completed so that there will not be delays with administering projects. This means we can better focus on budget spenddown and have the tools to manage it.

We have spent the last grant growing into the learning curves required for each person with new job responsibilities. We have maintained an experienced staff, and have confirmed a good process. We are looking forward to exceeding targets in the next HUD Lead Hazard Demonstration Reduction Grant.

Matching Funds

Owner matching funds for the hazard control activities amounted to \$526,638 during this grant cycle. Some of these funds were borrowed by qualified owners from the City CDBG programs for Lead loans or related rehabilitation directly attributed to the Lead hazard control scope of work.

Community Concepts Inc., a non-profit CAP agency, is our prime sub-grantee. They were able to document indirect costs related to their activities for the Lead Program and provided it on a per unit basis for units that to clearance by the program. This amount was not billed to the Lead program. It was invoiced for match documentation only. This amounted to \$58,638.

State of Maine Center for Disease Control (CDC), Child Lead Poisoning Prevention Program paid for Lead Inspection/ Risk Assessments at 38 Properties. This was 108 Lead Risk Assessments (\$600 per LIRA), which amounted to Lead Program cost savings of \$64,800. *(We did not count match dollars for projects that dropped out after acceptance instead of going through the program to achieve clearance).* We did count \$62,280 in direct cost match for LI-RA's and Testing Lab Sample Fees that were documented. This is noted on the invoices where we normally would pay for Risk Assessments. Further documentation is on file with the sub-grantee CCI.

The Maine CDC also paid for the lab clearance samples on all properties they had identified Lead hazards. This meant that the 31 properties that the Lead Program cleared had no cost for clearance samples. The contractor paid for any failed attempts and the CDC paid for the approved samples. We did not recognize this match when the program started, and about half way through we started tracking it. Looking back we could have recorded a minimum of \$12,688 in lab sample fees. This is noted on the invoices where we normally would pay for the lab fees, identified as paid by the CDC. Further documentation is on file with the sub-grantee CCI.

City Staff, salaries and benefits for the program director, administrative assistants, and loan underwriters was tracked in relation to lead program activities. This match amounted to \$ 18,805 and was tracked by the grant accountant using timesheets.

Going forward we have a website that the Lead Program set-up and is maintaining with the assistance of the Information technology department. This is another source of matching contributions that could be tracked by timesheets. We may implement this under new grants.