Augusta Task Force on Homelessness

Final Report and Recommendations

March 27, 2025

Prepared by
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TASK FORCE OVERVIEW

"TOGETHER, WE CAN CREATE A COMMUNITY WHERE EVERYONE HAS A PLACE TO CALL HOME." ~AUGUSTA TASK FORCE ON HOMELESSNESS

MISSION

The Augusta Task Force on Homelessness ("Task Force") was established by the City of Augusta Mayor, Mark S. O'Brien, on August 15, 2024.

With community and stakeholder input, the Task Force conducted an inventory of existing services, identified service gaps, researched best practices, and consolidated recommendations and strategies into a practical plan. This report is meant to outline recommendations to achieve positive outcomes for individuals experiencing homelessness in Augusta.

MEMBERSHIP

- Charles "Wick" Johnson III, Task Force Chairperson
- Earl Kingsbury, Director of Community Services, City of Augusta
- Patsy Crockett, Commissioner, Kennebec County
- Michael Frett, City Councilor, Hallowell
- Nancy Fritz, Augusta Resident
- Nicole Frydrych, Maine Homeless Response System Coordinator
- Justin Healey, Augusta Recovery Representative
- Matthew R. Kennedy, Maine Bureau of Veterans' Services
- Steven McDermott, Winthrop Resident
- Sen. Matthew Pouliot, Pouliot Real Estate
- Jon Reynolds, Maine Recovery Access Project (ME-RAP)
- Jennifer Riggs, CEO, MaineGeneral Community Care
- Ehrin Simanski, Owner-Lisa's Legit Burritos

STAFF

Project coordination and staff support provided by Developers Collaborative

- Amanda Bartlett, Task Force Facilitator, Developers Collaborative
- Kyra Walker, Project Research Coordinator, Kyra Walker LLC

EXPERT PANELISTS

- Courtney Allen, Access Center & Augusta City Councilor
- Traci Gere, Housing and Economic Development Committee Chair, Maine State Representative
- Aaron Geyer, Social Services Division Director, City of Portland, Maine
- Jeff Levine, Associate Professor of the Practice of Economic Development & Planning, Massachusetts Institute of Technology
- Frank O'Hara, Board of Commissioners Chairman, MaineHousing
- Greg Payne, Senior Advisor, Housing Policy, Governor's Office of Policy Innovation and the Future

- Cullen Ryan, Executive Director, Community Housing of Maine, Inc.
- Betty St. Hilaire, Founder, The United Community Living Center
- Dr. Katie Spencer White, President & Chief Executive Officer, Mid-Maine Homeless Shelter

MEETING SCHEDULE

- 9/16/2024
- 10/8/2024 Community listening session – those currently unhoused
- 10/17/2024 Community listening session – service providers
- 10/22/2024 Community listening session – business community
- 10/23/2024 Community listening session – open community forum
- 11/12/2024
- 12/10/2024 Cancelled due to weather
- 12/19/2024 Panelists, Betty St. Hilaire and Courtney Allen
- 1/6/2025 Panelists, Dr. Katie Spencer White and Cullen Ryan
- 1/14/2025 Panelists, Frank O'Hara and Jeff Levine
- 1/21/2025 Panelists, Rep. Traci Gere, Greg Payne, and Aaron Geyer
- 2/10/2025
- 2/18/2025
- 2/24/2025 Public input on recommendations – those currently unhoused
- 2/25/2025 Public input on recommendations – open community forum
- 3/11/2025
- 3/27/2025 Presentation to City Council

BACKGROUND

The housing affordability crisis, worsened by the COVID-19 pandemic, has left many communities grappling with increasing rates of homelessness. People who experience homelessness die nearly 30 years earlier than the average American, often from preventable causes.[1] The City of Augusta, Maine, is among those communities working toward a comprehensive and actionable plan to address homelessness and improve the lives of those currently unhoused.

Because of the growing number of people staying outside, strategies to ensure everyone has access to short-term emergency shelter if permanent affordable housing is not readily available were particularly focused on. The United States Interagency Council on Homelessness (USICH) is the only federal agency with the sole mission of preventing and ending homelessness in the U.S. The USICH characterizes the most visible and deadly manifestation of the homelessness crisis as encampments, which are described as informal communities formed by people experiencing unsheltered homelessness who have nowhere else to go.

The Augusta Task Force on Homelessness was established by city leadership to research and develop a comprehensive plan to address the needs of the unhoused population in Maine's capital city. The Task Force, comprised of appointed individuals and guided by input from the community, including people who are currently unhoused and experts in the field, was responsible for conducting an inventory of existing resources, identifying resource gaps, researching best practices, and formulating actionable strategies to address homelessness.

Recognizing the unique and complex nature of homelessness, the Task Force acknowledges that no single solution can fully address every individual's circumstances. Instead, its recommendations are designed to maximize impact by ensuring the most effective use of resources to assist the greatest number of people. To guide these efforts, the Task Force developed a framework built around five key strategies:

- ✓ **Focus on Housing as the Solution to Homelessness**
- ✓ **Deepen Policy Impact Through Leadership**
- ✓ **Improve Real-Time Data**
- ✓ **Synchronize Resource Coordination & Communication**
- ✓ **Make Shelters & Transportation a Pathway to Housing & Support**

INTRODUCTION

"IF I HAD A MAGIC WAND, I'D WISH THAT THERE WOULD BE NO HOMELESSNESS, NO HUNGER, AND NO NEED FOR PEOPLE TO LOSE THEIR HOMES NO MATTER WHAT HAPPENED." ~CHRISTINE, ECHOES OF HOPE: VOICES OF AUGUSTA'S UNHOUSED, 2025

The following sections highlight the data that was shared with the Task Force, followed by a summary of their work and recommendations for improving the lives of people who are unhoused in Augusta.

PEOPLE WHO ARE UNHOUSED

NATIONAL DATA

According to the 2024 Annual Homelessness Assessment Report to Congress, which compiles national Point-In-Time (PIT) estimates each January, 771,480 individuals experienced homelessness across the U.S. in

[1] United States Interagency Council on Homelessness (USICH): https://www.usich.gov/

January 2023. This figure, the highest ever recorded during a PIT count, includes individuals in emergency shelters, safe havens, transitional housing programs, and unsheltered locations.

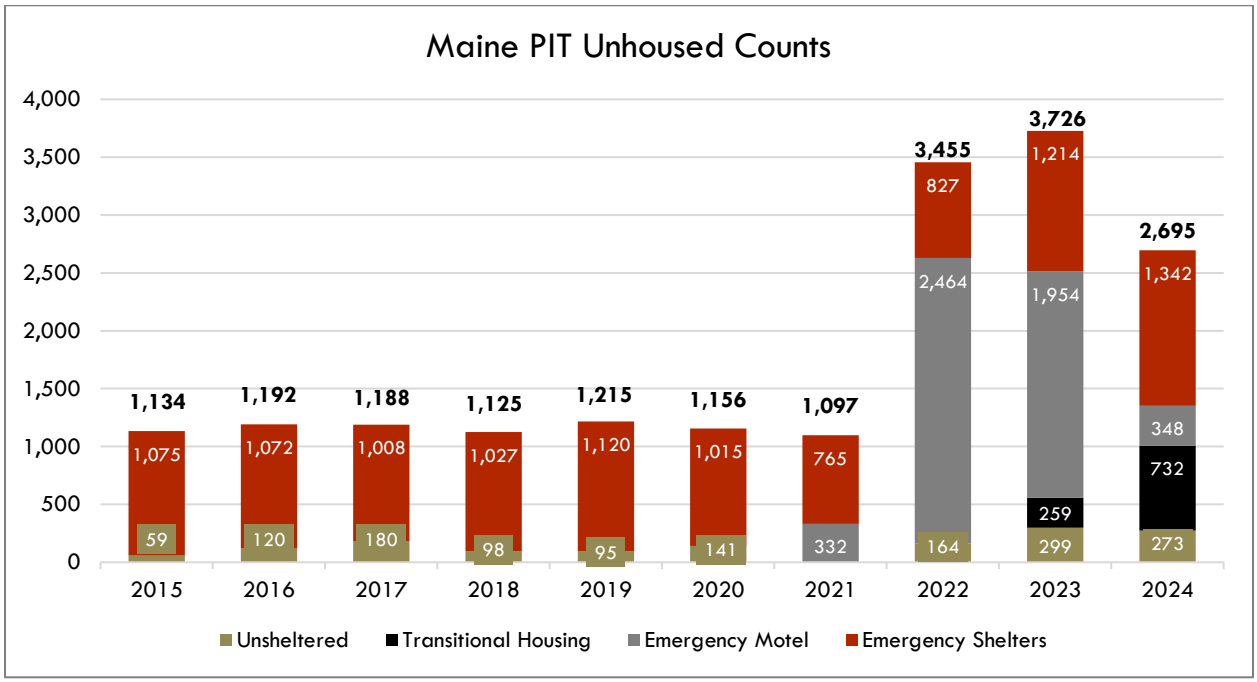
Although the PIT count is a key resource for tracking homelessness trends, it is important to acknowledge its limitations. The federally mandated count tends to fall short of capturing the full scope of homelessness due to reasons such as inconsistent methodologies across regions, difficulties in counting unsheltered individuals, and the omission of people staying temporarily with friends or relatives without secure housing.[2]

MAINE TRENDS

Consistent with national trends, Maine has also recorded an increase in people staying in emergency shelters and in unsheltered locations. The decline from 3,726 in 2023 to 2,695 in 2024 primarily reflects the reduced number of individuals temporarily housed in hotels paid for by limited emergency assistance programs only available during the COVID-19 pandemic.

The rate of individuals staying in emergency shelters throughout Maine rose from 1,214 during the January 2023 PIT count to 1,342 in January 2024. Additionally, the number of unsheltered individuals – those sleeping outdoors or in locations not intended for human habitation – remained relatively stable, with 299 individuals identified in 2023 compared to 273 in 2024. This represents a significant increase from the years before the pandemic.

FIGURE 1: MAINE PIT UNHOUSED COUNT, 2015-2024



Source: MaineHousing

The average length of stay in emergency shelters increased by 38% from 2023 to 2024, rising from 8.4 days to 11.6 days.[3] This trend highlights the growing challenges individuals face in securing permanent

[2] National Law Center on Homelessness & Poverty. (2017). Don't Count on it: How the HUD Point-in-Time Count Underestimates the Homelessness Crisis in America. https://homelesslaw.org/wp-content/uploads/2018/10/HUD-PIT-report2017.pdf

[3] MaineHousing. (2025). Maine's Housing Outlook. https://www.mainehousing.org/docs/default-source/policy-research/research-reports/outlook-reports/2025-housing-outlook-report.pdf

housing. Additionally, the extended stays reduce the overall number of people shelters can accommodate throughout the year, further constraining shelter capacity.

According to the research conducted on behalf of MaineHousing in 2019, key factors contributing to homelessness in Maine are as follows:[4]

- Substance use
- Mental health crises
- Health issues or accidents
- Escaping domestic violence/abuse or bad relationships
- Lack of affordable housing
- Cost of housing
- Unsafe housing
- Evictions and foreclosures
- Lack of or limited employment income
- Childcare costs

AUGUSTA DATA

Obtaining accurate homelessness data for Augusta remains challenging, as regional figures segmented by county or service hub often fail to provide a real-time comprehensive picture of local homelessness. Augusta is part of Hub 6 (Central Maine), which encompasses Kennebec and Somerset counties. Maine utilizes a system of nine Homeless Response Service Hubs, each managed by a dedicated Hub Coordinator. This strategy aligns with the Built for Zero framework that Maine joined in 2021, which emphasizes data-driven approaches to reducing homelessness.[5]

The 2023 PIT count for Hub 6 was 291 people who were unhoused.[6] In 2024, the PIT count for Hub 6 was 184 people.[7] The 2025 PIT occurred on January 22, 2025, and official data has not been released yet. However, as of January 21, 2025, the Hub 6 Coordinator estimates 278 people were unhoused in Kennebec and Somerset counties using Homeless Management Information System (HMIS) data. Of these, 86 people are estimated to be unhoused in Augusta. The Augusta-specific data is comprised of people staying at the Bread of Life emergency shelter, Sisters in Arms safe haven, Family Violence Project emergency shelter, and Kennebec Behavioral Health (KBH) transitional housing for homeless persons.[8]

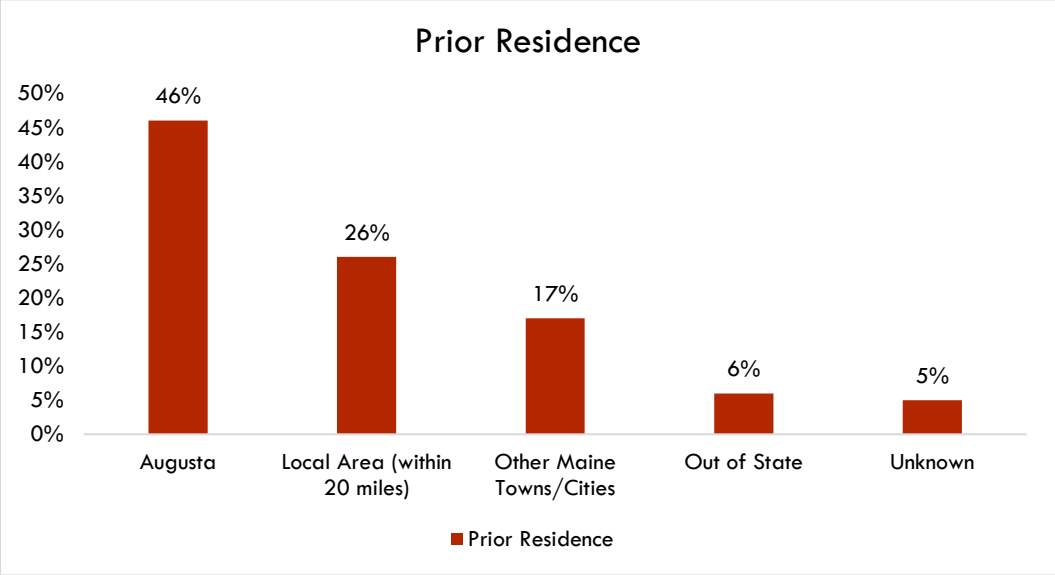
To highlight data beyond a single point-in-time snapshot, Bread of Life provided shelter to 284 unique individuals through its 40-bed individual/family shelter in 2024. Additionally, 219 unique individuals stayed at its 14-bed Veteran shelter in 2024. Of those who stayed in the individual and family shelter, 54.22% successfully transitioned into permanent housing, while 65% of Veteran shelter guests exited into stable housing. In addition to shelter services, Bread of Life's soup kitchen played a vital role in addressing food

[4] HSRI. (2019). Maine State Housing Authority Homeless Initiative: Gaps and Needs Analysis. https://www.mainehousing.org/docs/default-source/policy-research/research-reports/homeless_initiatives_gaps-and-needs-analysis_final.pdf?sfvrsn=cf888d15_0
[5] Community Solutions – Built for Zero. https://community.solutions/built-for-zero/the-movement/?gad_source=1&gclid=CjwKCAiA-ty8BhA_EiwAkyoa3w7cLJu-Wg3acF-q2sVdnJcYvu_kr2tqu-Qgfbr77FwS3yTPt0zBlhoC7W4QAvD_BwE
[6] MaineHousing. (2023). Point in Time Count. https://www.mainehousing.org/docs/default-source/housing-reports/2023-point-in-time.pdf
[7] MaineHousing. (2024). Point in Time Count. https://mainehousing.org/docs/default-source/housing-reports/2024-point-in-time-report.pdf
[8] Hub 6 Coordinator email communication 1/21/2025

insecurity, serving 39,352 meals throughout the year – an average of 109 meals per day across breakfast and lunch.[9]

Adding to these numbers are people staying at The Augusta Emergency Overnight Warming Center, a seasonal space offering overnight emergency shelter in the winter months. In the 2022 – 2023 season, 186 unique individuals were served. In the 2023 – 2024 season, this number increased to 283.[10] During November and December 2024, the warming center reported having 171 unique guests, with 95 in November and 76 in December. On average, 28 of the 30 overnight beds were filled during November, a total of 840 bed nights.[11] After creating some overflow beds to increase capacity, this number increased to an average of 38 people per night or 1,140 bed nights in December.[12] Over two-thirds, or 72%, of people utilizing this warming space reported to be from Augusta or communities within 20 miles of Augusta.

FIGURE 2: WARMING CENTER GUESTS PRIOR RESIDENCE, NOVEMBER & DECEMBER 2024



Source: The Augusta Emergency Overnight Warming Center

A Hub By Name List (BNL) of individuals who are currently unhoused is available through the Coordinated Entry System (CES), a HUD-mandated framework requiring all HUD-funded homelessness programs to collaborate in connecting unhoused individuals to housing and services. Participants have equal access to CES, are all assessed using the same evaluation tool, are case-conferenced for resources, and are then referred to these resources equitably and consistently. The BNL is reviewed every two weeks to track individuals entering and exiting the homelessness system. This regular review allows the Hub Coordinator to monitor changes and ensure that individuals are connected to available housing resources and services within CES.

Data from entities participating in CES is more readily available, but since not every entity within the homeless system is currently participating, collecting and deduplicating data still leads to potential delays and a higher margin of error.

[9] Bread of Life email communication 1/21/2025
[10] Hub 6 Coordinator email communication 9/16/2024
[11] The Augusta Emergency Overnight Warming Center email communication 1/21/2025
[12] The Augusta Emergency Overnight Warming Center email communication 1/30/2025

EMERGENCY SHELTER

With permanent housing as the end goal, emergency shelter is a critical short-term resource when people are unable to secure immediate housing. "Maine's homeless response has been built around the concept that outdoor survival is manifestly unsafe due to extreme temperatures and weather events."[13] Professionally run shelters are also equipped with housing-centered strategies to link people with the needed resources to transition into housing with adequate support. Augusta has a few overnight emergency shelters and a warming center that is only open during the winter months.

Though not a shelter, the City of Augusta General Assistance Program does provide limited financial assistance for emergencies and connects individuals experiencing homelessness with essential resources.

FIGURE 3: AUGUSTA OVERNIGHT SHELTERS

Organization Name	Shelter Type	Total Beds
Bread of Life	Year-round Emergency Shelter Individuals & Families	40
Bread of Life	Year-round Emergency Shelter Veterans	14
Family Violence Project	Year-round Emergency Shelter Survivors of Domestic Violence	34 (Kennebec & Somerset counties)
The Augusta Emergency Overnight Warming Center	November - April, 7 days per week, 5 pm to 7 am	30 (some additional overflow available)

The overnight warming center is seasonally open from 5 pm to 7 am, so daytime warming space is often sought at the Lithgow Public Library, LINC Wellness & Recovery Center, and the Augusta Recovery Reentry Center. Additionally, the Augusta Civic Center opens as a daytime warming center from 7 am to 5 pm on days with extreme temperatures.

The Access Center, a hybrid recovery community center located at 53 Water Street, is projected to open in June 2025. This new space will offer warming and cooling services in partnership with other organizations. Operating hours will be Thursday through Monday, 7 am to 5 pm (November through April) and 12 pm to 8 pm (May through October).

In December 2024, the planning board also approved the creation of the United Community Living Center's year-round service center at 12 Spruce Street meant to provide a place for people who are unhoused to take showers, prepare meals, get mail, store belongings, and connect with case managers during the day.[14] Although this program has not yet secured funding, it is currently operating with volunteers, serving lunch on Sundays with a plan to open in late April 2025 for regular hours Friday through Sunday and Monday holidays.

PUBLIC SAFETY

Snapshot 2024: Support and Response for People Who are Unhoused

The Augusta Police Department estimates that they responded to 200 incidents with people who are unhoused from January 1, 2024, through September 9, 2024, totaling 148 patrol hours, and had to

[13] White, K. S. and Ryan, C. on behalf of Maine Statewide Homeless Council. (2024). Ending Homeless Encampments in Maine [White paper]. Maine Statewide Homeless Council. https://www.mainehomelessplanning.org/wp-content/uploads/2025/01/SHC-Encampment-White-Paper-FINAL-approved-12.16.24.docx

[14] Cover, S. (2024). Augusta board approves service center for those who lack stable housing. https://spectrumlocalnews.com/me/maine/housing/2024/12/12/augusta-board-approves-service-center-for-those-who-lack-stable-housing

administer Naloxone 46 times. In 2023, they estimated responding to 267 incidents, totaling 205 patrol hours, and had to administer Naloxone 30 times. This data could have a high margin of error as calls related to the unhoused community may be labeled as welfare checks, homeless protocols, homeless shelter requests, city ordinance violations (camping), trespass, or citizen assists and are not easily quantifiable within the current data collection system.[15]

Response to Downtown Concerns

In March 2022, the Attorney General's office mandated that all communities establish a Homeless Crisis Protocol to guide law enforcement in handling unhoused individuals. The Augusta Police Department implemented these required protocols, and officers initially faced a learning curve, especially as the downtown area saw increased numbers of unhoused individuals due to proximity to services. Rising concerns over aggressive solicitation, drug use, trespassing, littering, and property damage led to a need for enhanced patrols. In response, then-Chief Jared Mills and Deputy Chief Kevin Lully worked with City Council to authorize up to 40 hours per week of additional patrols, funded by Maine Opioid Settlement Funds. These efforts were adapted over time to cover key locations such as Water Street, the Rail Trail, Lithgow Library, and Mill Park, using various patrol methods, including foot, bike, UTV, and cruiser patrols.

Over the past two years, Augusta police received approximately 900 complaints related to downtown while self-initiating 2,700 additional calls for service to ensure public safety. It is important to note that these figures reflect all incidents rather than just those involving the unhoused. To maintain oversight, the department implemented a 24-hour call log review, with Chief Lully personally reviewing 100-125 daily city-wide calls and providing weekly summaries to the City Manager and City Council. Adjustments to patrol schedules and locations have been made based on seasonal changes and feedback from the Augusta Downtown Alliance to maximize police presence and effectiveness.

Community Response Specialist and OPTIONS:

Augusta City Council approved the hire of a full-time Community Response Specialist to aid, deflect and defer opioid and substance use related complaints away from the police. By implementing this position and model of policing it allows consumers in the community who may feel reluctant to interact with the police and still receive services and be connected to service providers without police being directly involved.

The first OPTIONS liaison quickly became a known resource with those who are unhoused, and opioid and substance using consumers. Because this liaison was so active and busy in the community, Sweetser provided a second OPTIONS liaison. The first liaison, Dawn Kearns, applied for and was hired as Augusta's first-ever Community Response Specialist. She and the OPTIONS liaison, Ashley, continue to be connected throughout the community with hundreds and hundreds of contacts between them since the start of the new Community Response protocols. Augusta PD reports feeling confident that because of Ashley and Dawn's active engagement throughout Augusta, countless lives have been saved.

HOUSING

While the focus on addressing homelessness rightly emphasizes the importance of affordable housing, research indicates that increasing the overall housing stock, regardless of price point, can also enhance access to affordable housing for low-income renters. Though this benefit doesn't occur right away, there is research

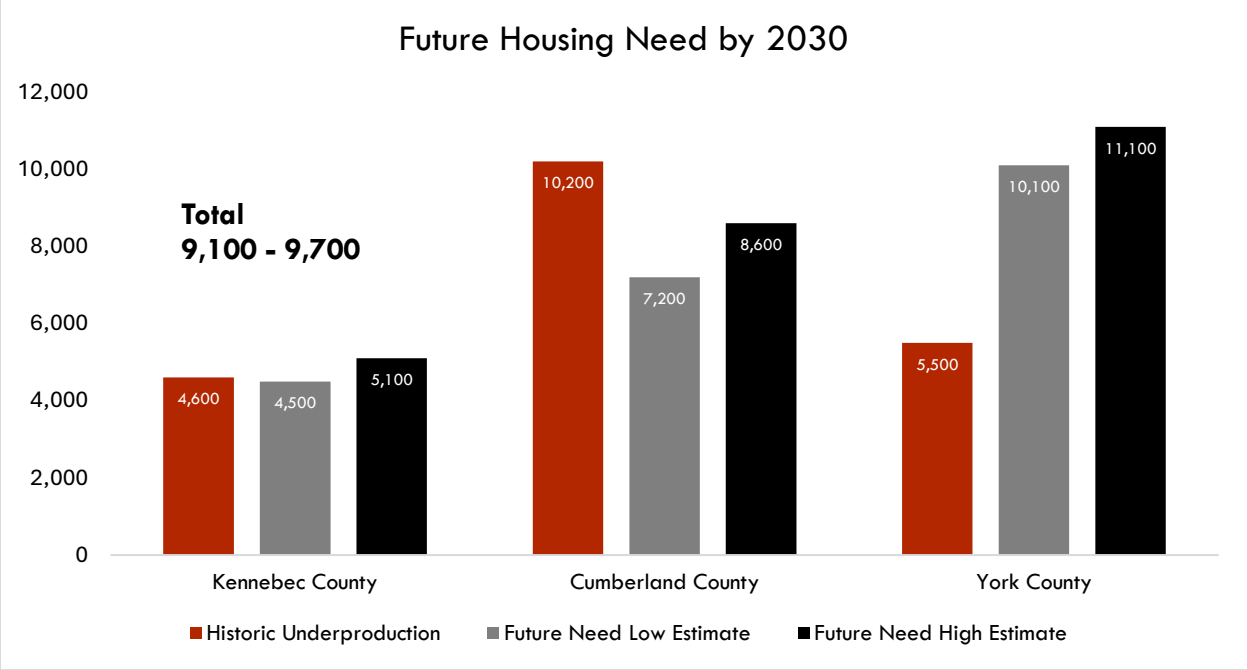
[15] Augusta Police Department email communication 9/11/2024, 02/18/2025

that expanding the supply of housing at all levels can help alleviate market pressures, indirectly making housing more attainable for those in need.[16]

The 2023 State of Maine Housing Production Needs Study calculated both the number of additional homes needed currently to remedy the underproduction of homes over time and the homes needed to meet the State's population projections by 2030.[17] It is estimated that Maine needs approximately 38,500 homes to remedy historic underproduction and will need an additional 37,900 to 45,800 homes to meet expected population growth and household change by 2030 (totaling 76,400 – 84,300 homes statewide).[18]

Of the 16 counties in Maine, Kennebec County is estimated to need the third most additional housing production by 2030, behind York and Cumberland counties. It is estimated that Kennebec County needs almost 10,000 additional housing units when using the high future need estimate and closer to 9,000 if using the low estimate.

FIGURE 4: HOUSING NEED BY 2030 COMPARISON



Source: Housing Production Needs Study

The City of Augusta is estimated to have 9,927 housing units. Of these, 713 were considered vacant in 2023. The rental vacancy was recorded at 0%, so these vacancies were likely seasonal rentals, non-habitable units in disrepair, or otherwise unavailable to the market for renter-occupancy. The renter-occupied ratio to owner-occupied is more evenly split in Augusta than in Kennebec County. Augusta has 5,122 (55.6%) owner-

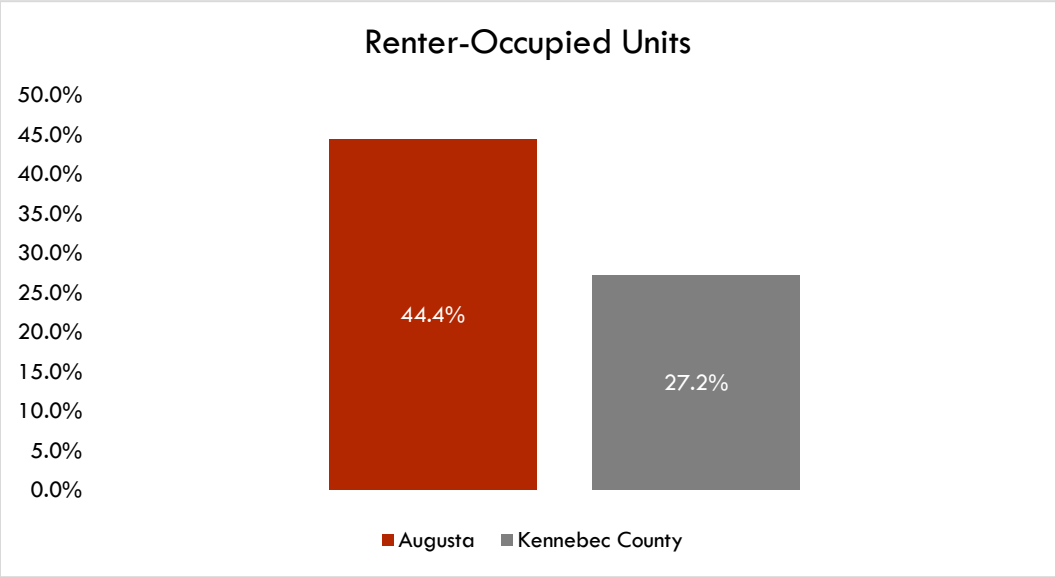
[16] LaClaire, H. (2024). Can luxury apartments actually help solve Maine's housing crisis? https://www.pressherald.com/2024/09/22/can-luxury-apartments-actually-help-solve-maines-housing-crisis/

[17] HR&A Advisors on behalf of MaineHousing, Governor's Office of Policy Innovation and the Future, Department of Maine Economic & Community Development. (2023). State of Maine Housing Production Needs Study: Homes to support Mainers and Maine businesses, now and in the future. https://mainehousing.org/docs/default-source/default-document-library/state-of-maine-housing-production-needs-study_full_final-v2.pdf

[18] Homes refers to all housing types, including single-family, multifamily, rental, and homeownership options. The homes needed comprise both new construction and reinvestment in existing homes that are vacant or unavailable due to disrepair or foreclosure.

occupied units, and 4,092 (44.4%) are occupied by renters. Kennebec County has 39,242 (72.8%) owner-occupied units and 14,694 (27.2%) renter-occupied units.[19]

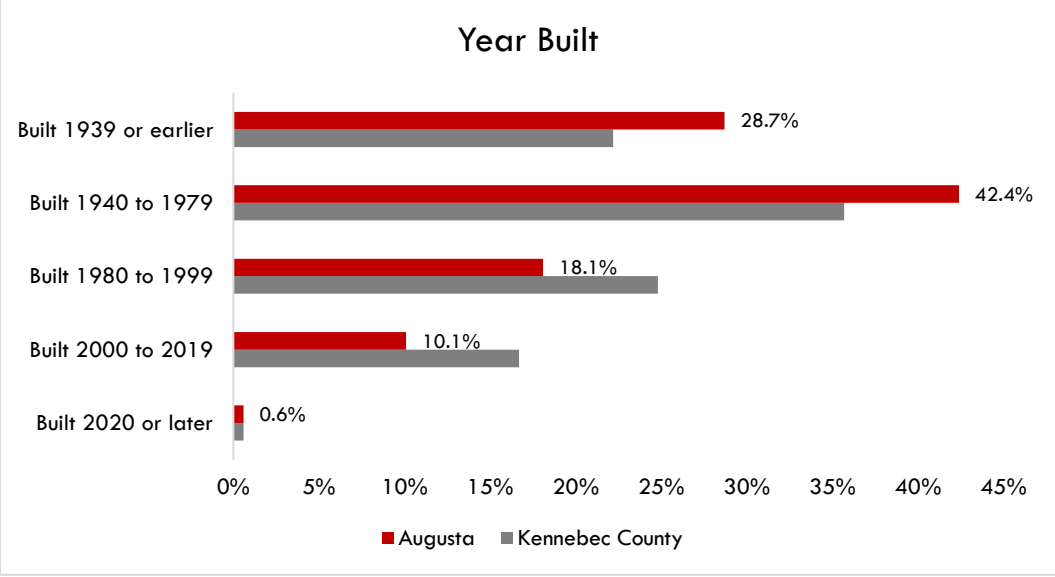
Figure 5: Renter-Occupied Units Comparison, 2023



Source: U.S. Census Bureau, American Community Survey (ACS) 5-Year Data 2023

Augusta has an older housing stock than the region. Of the 9,927 total housing units in 2023, 10.7%, or 1,069 units, were built during this century. In Kennebec County, 17.3%, or 10,960, of the 63,140 total housing units were built since the year 2000. Additionally, 2,848 (28.7%) housing units in Augusta were built on or before 1939, compared to only 14,039 (22.2%) in Kennebec County.[20]

FIGURE 6: YEAR HOUSING BUILT COMPARISON, 2023

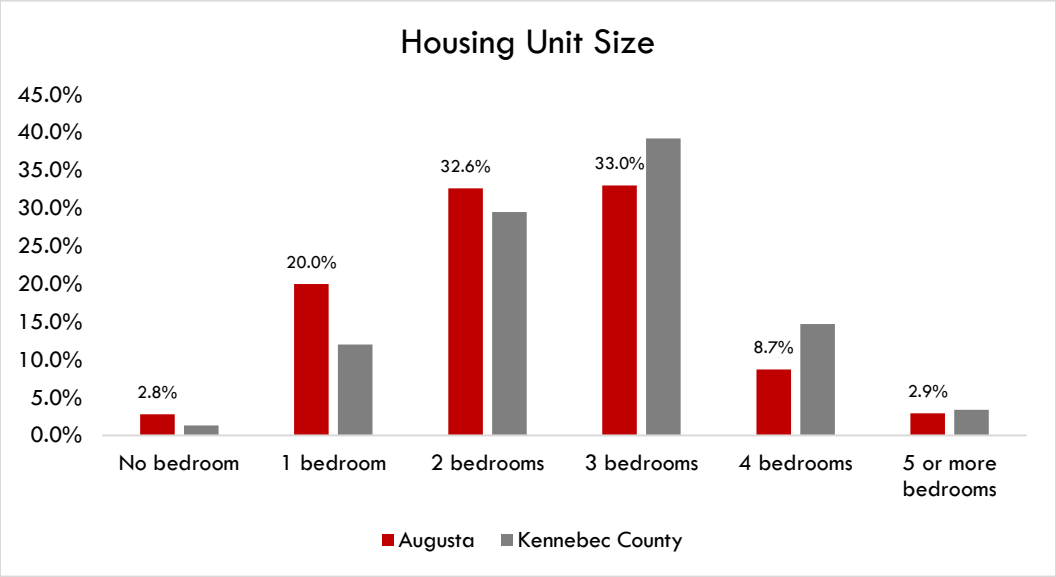


Source: ACS 5-Year Data 2023

[19] U.S. Census Bureau, American Community Survey (ACS) 5-Year Data 2023
[20] U.S. Census Bureau, American Community Survey (ACS) 5-Year Data 2023

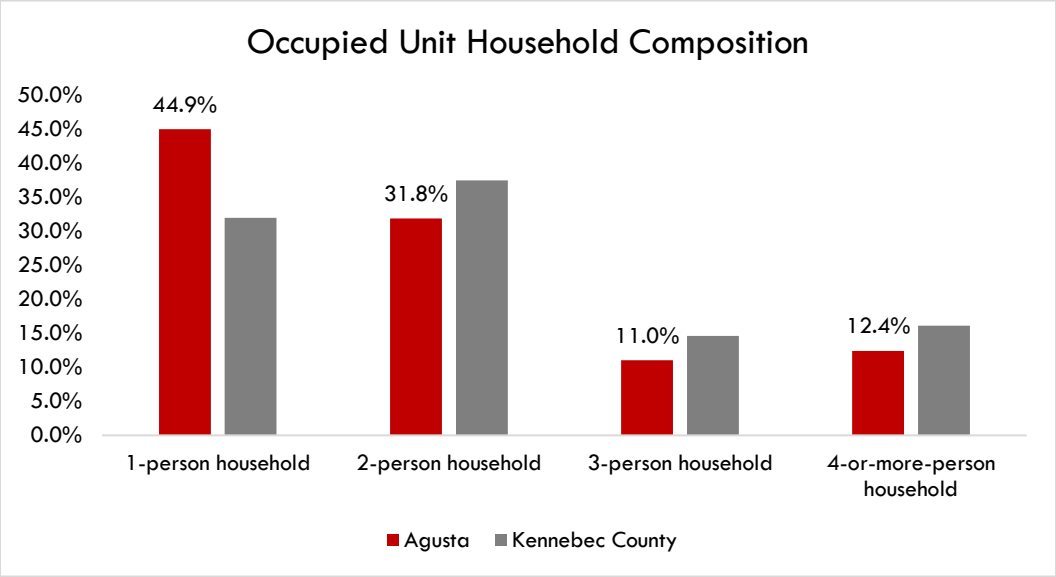
Augusta has more two-bedroom and three-bedroom apartments than efficiency and one-bedroom apartments, though 44.9% of households only contain one person who would benefit from smaller units.

FIGURE 7: HOUSING UNIT SIZE COMPARISON, 2023



Source: ACS 5-Year Data 2023

FIGURE 8: OCCUPANCY CHARACTERISTICS COMPARISON, 2023



Source: ACS 5-Year Data 2023

HOMEOWNERSHIP

While Maine has historically had a relatively affordable homeownership market, this has also changed during the last few years. Between 2020 and 2024, the median home price in Maine increased by more than 50%, while the average wage and salary growth during the same period was less than 33%.[21]

[21] MaineHousing. (2025). Maine's Housing Outlook. https://www.mainehousing.org/docs/default-source/policy-research/research-reports/outlook-reports/2025-housing-outlook-report.pdf

The Maine Association of REALTORS released statistics in January 2025 showing the median home sale price in Kennebec County increased by 8.70% from $299,000 to $325,000 when comparing December 2023 to 2024 home sales.[22] The increase across Maine was 14.12%, with the median sale price reaching $400,000 in December 2024 from $350,000 in 2023.

Using 2023 MaineHousing homeownership affordability index data, the median home price in Augusta was $261,500, and the median income was $47,254, an affordability index of 0.48. An index value of 1.00 means that the household with a median income can afford the median-priced home in the community. An index value of less than one means that the median-priced home is too expensive for the median-income household. The median home price was unaffordable to 78.9% of Augusta residents. The income needed to ensure the median home price was affordable was $99,482, over double the median income in 2023. [23]

Affordable Housing

Access to affordable housing is critical to preventing and ending homelessness. The demand for affordable rental housing significantly outweighs the supply.

Each year, the National Low Income Housing Coalition (NLIHC) estimates the availability of affordable rental homes, with a particular focus on the housing needs of households with extremely low incomes (ELI), defined as incomes at or below either the federal poverty guideline or 30% of the area median income (AMI) – whichever is greater.

The most recent NLIHC Gap report released in March 2024 and based on 2022 ACS Public Use Microdata Sample (PUMS) data shows that no state has an adequate supply of affordable rental housing for ELI renters. The Gap report notes that Maine has a shortage of 17,772 rental homes that are both affordable and available to renters with extremely low incomes. This deficit increases to 19,647 homes for renters with incomes at or below 50% AMI.

FIGURE 9: AFFORDABLE HOME SHORTAGE ESTIMATES FOR PEOPLE AT OR BELOW 30% AMI

U.S. shortage	7.3 million rental homes	There are only 34 affordable homes for every 100 extremely low-income renters
Maine shortage	17,772 rental homes	There are only 51 affordable homes for every 100 extremely low-income renters

Source: NLIHC 2024 Gap Report

The most recent household income limits adjusted by family size for Kennebec County are outlined below:[24]

	One Person	Two Persons	Three Persons	Four Persons
30% AMI	$18,300	$20,900	$23,500	$26,100

[22] Maine Association of REALTORS. (2025). https://www.mainerealtors.com/wp-content/uploads/2025/01/MaineHousingReport-CalendarYear2024.pdf
[23] MaineHousing. (2023). Homeownership Housing Facts and Affordability Index for Maine. https://www.mainehousing.org/data-research/housing-data/housing-affordability-indexes
[24] MaineHousing. (2024). Income and Rents Effective 4-1-2024. https://www.mainehousing.org/docs/default-source/asset-management/rent-income-charts/2024-rent-income-charts.pdf?sfvrsn=f5ea9e15_1

50% AMI	$30,450	$34,800	$39,150	$43,500

Source: MaineHousing, Effective 4/1/2024

Using the same data source, the maximum rent households can afford without becoming rent-burdened – defined as paying more than 30% of their household income on rent – is outlined below. For comparison, the average rental rates in the Augusta market, based on Zillow data, are included to illustrate the disparity between current market rents and what is affordable for households at 30% and 50% AMI.

	0 Bedroom	**1 Bedroom**	**2 Bedroom**	**3 Bedroom**
30% AMI	$457	$490	$587	$678
50% AMI	$761	$815	$978	$1,131
Zillow Average Rent	**$1,000**	**$1,200**	**$1,600**	**$1,600**

Source: Zillow data, February 2025[25]

MaineHousing estimates that 385 units of affordable housing have been created in Augusta using the Low Income Housing Tax Credit Program (LIHTC) during the last 15 years. An additional 111 units/beds of permanent supportive housing were estimated to have been created in Augusta and 260 units within Kennebec County during this same timeframe.[26] MaineHousing estimates Augusta requires an additional 873 affordable housing units to meet current demand, including 424 units specifically designated for older adults.[27]

For individuals who are chronically unhoused and those living with disabling conditions, Housing First Programs that couple low-barrier affordable housing with wraparound support services have been effective. When compared to Treatment First Programs, Housing First Programs decreased homelessness by 88%.[28]

A listing of affordable apartments throughout Maine that were developed with government financing is available on MaineHousing's website. Historically, these listings do not show permanent supportive housing units/beds, though LIHTC developments, which are listed in Figure 10, are often incentivized by MaineHousing to have some supportive services available to a portion of residents. [9]

FIGURE 10: AUGUSTA'S AFFORDABLE HOUSING OPTIONS

[25] Zillow. (2025). Augusta, ME rental market. https://www.zillow.com/rental-manager/market-trends/augusta-me/?bedrooms=0

[26] MaineHousing email communication 10/24/2024

[27] Cover, S. (2024). Augusta gets community development grant to boost Malta Street senior housing project. https://spectrumlocalnews.com/me/maine/housing/2024/06/19/maine-housing

[28] Peng et al. (2020). Permanent Supportive Housing with Housing First to Reduce Homelessness and Promote Health among Homeless Populations with Disability: A Community Guide Systematic Review. https://pmc.ncbi.nlm.nih.gov/articles/PMC8513528/#S10

Property Name and Address	Housing Type				Units	Type of Assistance[29]		Contact Information
	55 and older	62 and older	With Disabilities	Family/All		Income Based Rent	Rent Restricted Unit	
Arch Beta 3 Gray Birch Drive		•	•		100 units 1, 2 BR	•		Barkan Management Company (207) 622-4908 www.barkanco.com
Capital Village 4 Hope Way				•	30 units 2, 3 BR		•	LaBrecque Property Management (207) 375-8694 www.labrecqueproperty.com
Chateau Cushnoc 36 Townsend Street		•	•		60 units 1 BR	•		Elderly Hsg. Development & Operations (EHDOC) (207) 622-4936 www.ehdoc.org
Cony Flatiron 110 Cony Street	•		•		44 units 1, 2 BR		•	Stewart Property Management, Inc. (603) 641-2163 www.stewartproperty.net
Elm Street Group Home 14 Elm Street		•	•		8 units 1 BR	•		Motivational Services (207) 626-3465 www.mocomaine.com
Glenridge Gardens 82 Glenridge Drive				•	120 units 2, 3 BR	•	•	Housing Management Resources, Inc. (207) 622-5569 www.hmrproperties.com
Greentree Apts. 45 New England Road		•	•	•	84 units 1, 2, 3, 4 BR	•		Weston Associates Management Co., Inc. (207) 622-4261 www.waboston.com
Hodgkins School Apartment 17 Malta Street	•		•		47 units 0, 1 BR		•	C&C Realty Management (207) 621-7700 or 1-866-621-7705 www.ccrealtymanagement.com
Inn at City Hall 1 Cony Street		•	•		31 units 0, 1 BR		•	Stewart Property Management, Inc. (603) 641-2163 www.stewartproperty.net
John Marvin Tower 38 Townsend Street		•			32 units 1 BR	•		Elderly Hsg. Development & Operations (EHDOC) (207) 622-4936 www.ehdoc.org
Kennebec Plaza 20 Willow Street		•	•		67 units 1, 2 BR	•		Stewart Property Management, Inc. (603) 641-2163 www.stewartproperty.net
Maple Street Apartments 33 Maple Street			•	•	29 units 1, 2, 3 BR		•	C&C Realty Management (207) 621-7700 or 1-866-621-7705 www.ccrealtymanagement.com
Margaret Chase Smith House 7 Ridge Road		•			44 units 1 BR	•		VOA Northern New England (207) 373-1140 or (207) 622-8870 www.voanne.org

[29] Income Based Rent means tenants generally pay about 1/3 of their household income on rent. Rent Restricted means rents are typically based on a specified percentage of the median income for the area. Income limits are restricted.

Property Name and Address	Housing Type				Units	Type of Assistance[29]		Contact Information
	55 and older	62 and older	With Disabilities	Family/All		Income Based Rent	Rent Restricted Unit	
Orchard Hill 25 Ridge Road				•	36 units 2, 3, 4 BR	•		Weston Associates Management Co., Inc. (207) 622-4261 www.waboston.com
Pine View Estates 301 Capitol Street Extension				•	72 units 1, 2 BR		•	C&C Realty Management (207) 621-7700 or 1-866-621-7705 www.ccrealtymanagement.com
Roncalli Apts. 144 State Street		•			30 units 1 BR	•		Diocesan Bureau of Housing (207) 512-4248
Senior Living at Marketplace	•				42 units 1, 2 BR		•	C&C Realty Management (207) 621-7700 or 1-866-621-7705 www.ccrealtymanagement.com
Water Street Apts. 98 Water Street				•	24 units 1, 2 BR		•	Realty Resources 1-800-338-8538 www.realtyresourcesmanagement.com

Source: MaineHousing, Updated 11/2024

MaineHousing has funded new affordable housing units in Augusta, with 46 units added in 2024 and another 94 units currently in the development pipeline. This list does not include properties not yet funded by MaineHousing or affordable units that will be developed without MaineHousing resources.

FIGURE 11: AFFORDABLE HOUSING PIPELINE AUGUSTA

Property Name/Developer	Program/Population Type	Total Units	Timeline to Completion
99 Western Ave. Mastway Development, LLC	4% LIHTC, Family	38	Newly Completed 2024
18 Green St. Motivational Services	Supportive Housing, Family	8	Newly Completed 2024
Sturgeon Landing Augusta Housing Authority	9% LIHTC, Family	32	Completion Estimate 2025
Malta Street Senior Augusta Housing Authority	4% LIHTC, Senior	34	Completion Estimate 2026
Riverlands Volunteers of America Northern New England	Housing First, MCoC, Supportive Housing, ARPA*	20*	Preliminary Underwriting
Glenridge Supportive Housing	Supporting Housing	8	Preliminary Underwriting

*Source: MaineHousing Board Packet January 2025. * Funding and unit count amended by author.*

Bread of Life also recently received a MaineHousing grant to renovate a newly acquired 6-unit apartment building with Maine's Emergency Housing Relief Fund.[30]

Expanding Affordable Housing Through Zoning and Land Use

The City of Augusta is often regarded as a leader in Maine with its forward-thinking approach and success in utilizing zoning and land use as tools to strategically incentivize development throughout the city. Over

[30] MaineHousing. (2024). MaineHousing Announces Grants for Long-term Solutions to Homelessness. https://www.mainehousing.org/news/news-detail/2024/11/21/mainehousing-announces-grants-for-long-term-solutions-to-homelessness

the years, Augusta has implemented several zoning and land use changes to support increased density and housing production, most recently, adopting changes to align with LD2003 and other state laws. These changes support the development of additional housing, particularly affordable housing, and allow mobile homes in all areas where single-family homes are permitted. The city is also working to make changes that allow for greater density in built-up areas as outlined in the 2023 Comprehensive Plan. Augusta currently permits shelters in nearly all major transportation corridors and commercial districts through a conditional use process, without distinguishing between different shelter types.

Further efforts to promote housing affordability include the city's current work to consider reducing or eliminating residential parking requirements in infill locations, a measure expected to support increased housing density. Like shelters, multi-family housing and rooming houses remain conditional uses. The City Council hasn't yet but could explore relaxing restrictions in some districts in the future. Augusta zoning supports social services, meal centers, and food pantries in various zoning districts, including the downtown area. Beyond zoning, the City Council has actively supported affordable housing initiatives through tax increment financing (TIFs) and the use of ARPA funds to assist the homeless population during extreme weather conditions.

Population

Augusta, Maine, located within Kennebec County, serves as the state capital. Augusta's population has remained relatively stable during the preceding decade, with population estimates in 2013 of 19,002 and 18,999 in 2023. During this same timeframe, the population in Kennebec County is estimated to have increased from 121,757 (2013) to 125,614 (2023), a 3,857-person increase.[31]

Racial Composition

The racial composition of Maine is becoming more diverse, albeit slowly. Augusta's population was identified as 94.7% white in 2013, with a decrease to 90.8% white in 2023. When compared to Kennebec County and Maine as a whole, Augusta has historically been slightly more diverse during the last 10 years.

FIGURE 12: RACIAL COMPOSITION AND HISPANIC OR LATINO ORIGIN COMPARISON, 2023

	Augusta		Kennebec County		Maine	
Total Persons	18,999	-	125,614	-	1,377,400	-
White alone	17,247	90.8%	117,378	93.4%	1,258,122	91.3%
Black or African American alone	357	1.9%	1,021	0.8%	23,145	1.7%
Asian alone	267	1.4%	993	0.8%	15,318	1.1%
American Indian and Alaska Native alone	73	0.4%	289	0.2%	6,237	0.5%
Native Hawaiian and Other Pacific Islander alone	0	0.0%	0	0.0%	276	0.0%
Some other race	197	1.0%	815	0.6%	9,593	0.7%
Two or more races	858	4.5%	5118	4.1%	64,709	4.7%
Hispanic or Latino (of any race)	532	2.8%	2,708	2.2%	28,609	2.1%
Not Hispanic or Latino	18,467	97.2%	122,906	97.8%	1,348,791	97.9%

Source: ACS 5-Year Data 2023

FIGURE 13: RACIAL COMPOSITION AND HISPANIC OR LATINO ORIGIN COMPARISON, 2013

	Augusta		Kennebec County		Maine	
Total Persons	19,002	-	121,757	-	1,328,320	-
White alone	18,001	94.7%	117,222	96.3%	1,264,047	95.2%
Black or African American alone	139	0.7%	813	0.7%	14,637	1.1%
Asian alone	144	0.8%	1,015	0.8%	14,391	1.1%
American Indian and Alaska Native alone	187	1.0%	664	0.5%	7,364	0.6%
Native Hawaiian and Other Pacific Islander alone	0	0.0%	25	0.0%	246	0.0%

[31] U.S. Census Bureau, American Community Survey (ACS) 5-Year Data 2013 & 2023

Some other race	129	0.7%	332	0.3%	3,562	0.3%
Two or more races	402	2.1%	1,686	1.4%	24,073	1.8%
Hispanic or Latino (of any race)	421	2.2%	1,572	1.3%	17,946	1.4%
Not Hispanic or Latino	18,581	97.8%	120,185	98.7%	1,310,374	98.6%

Source: ACS 5-Year Data 2013

TRANSPORTATION

In 2018-2022, approximately 50,000 individuals in Maine did not have access to a vehicle.[32]

Access to public transportation is also a significant challenge in Augusta. The Kennebec Valley Community Action Program (KVCAP), provides on-demand transportation options, but the city is lacking in bussing and other needed transportation supports. This is a known issue, with Augusta's Comprehensive Plan noting a goal to, "expand public transportation."[33]

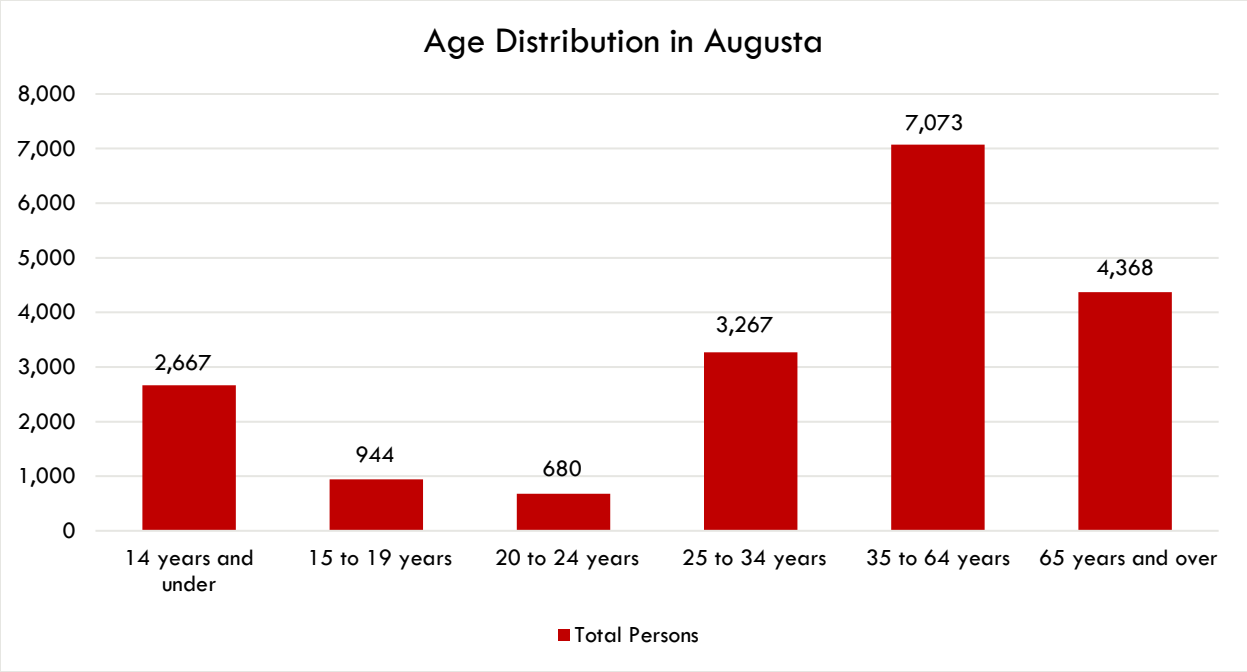
AGE DEMOGRAPHICS

Almost a quarter of Augusta residents are 65 years of age or older, a 23.4% increase in residents within this age bracket over the last decade, from 3,540 in 2013 to 4,368 in 2023.

FIGURE 14: AUGUSTA AGE DISTRIBUTION, 2023

[32] Maine Applied Research on behalf of John T. Gorman. (2025). Transportation Needs in Maine [Data Brief]. https://www.jtgfoundation.org/wp-content/uploads/2025/01/JTGF-Transportation-in-Maine-Data-Brief-Jan-2025.pdf

[33] City of Augusta. (2023). Augusta, Maine Comprehensive Plan. https://www.augustamaine.gov/corecode/uploads/document6/uploaded_pdfs/2024-07-08%20Full%20Plan%20Combined_1721741221.pdf

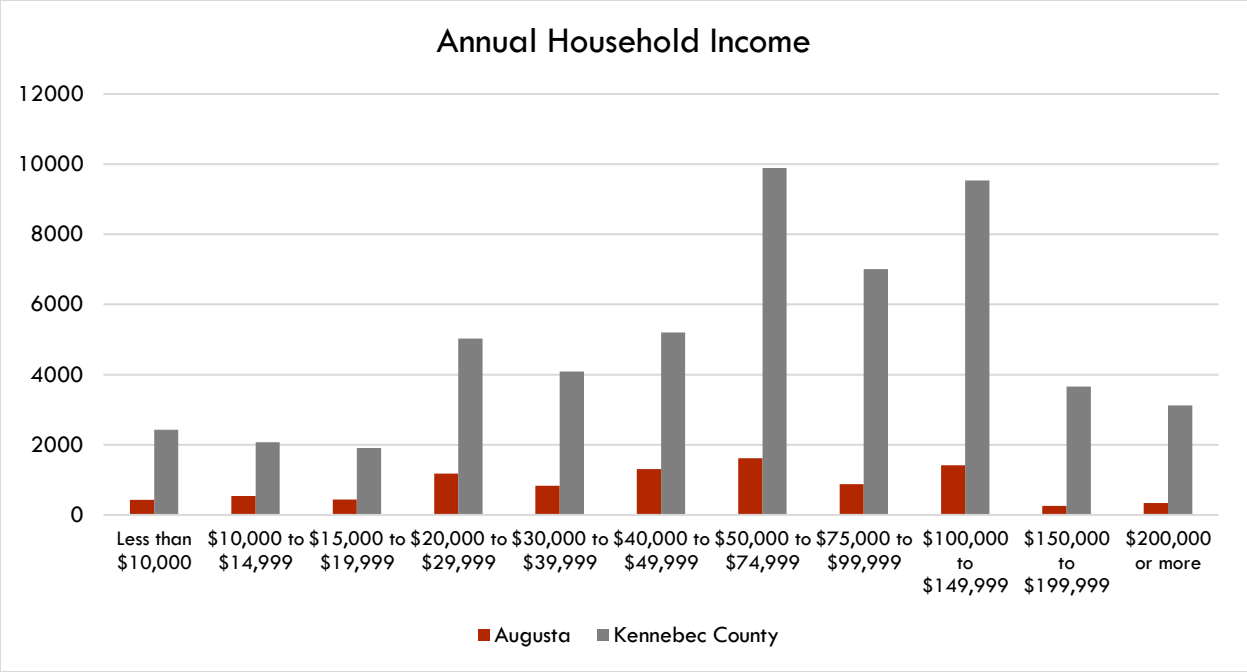


Source: ACS 5-Year Data 2023

In 2023, the median age in Maine was 44.8 years, with Kennebec County and Augusta reporting slightly lower medians at 44.0 years and 44.1 years, respectively. This represents an increase since 2013 when the median ages were 43.2 years for Maine, 43.2 years for Kennebec County, and 42.7 years for Augusta.

Income Distribution

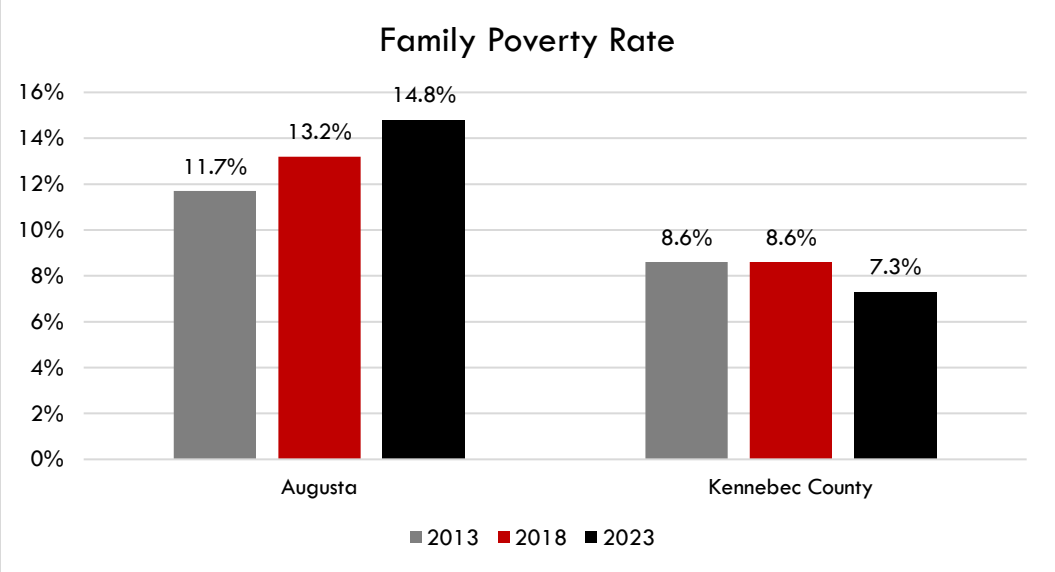
FIGURE 15: ANNUAL HOUSEHOLD INCOME IN 2023 INFLATION-ADJUSTED DOLLARS



Source: ACS 5-Year Data 2023

Though the family poverty rate has dropped within Kennebec County since 2013, families living below the poverty line in Augusta have increased from 11.7% in 2013 to 14.8% in 2023.

FIGURE 16: FAMILY POVERTY RATE COMPARISON 2013, 2018 & 2023



Source: ACS 5-Year Data 2013, 2018 & 2023

Community Resources and Gaps

The Task Force researched and compiled a comprehensive matrix of current community services available to people experiencing homelessness (Appendix I). The Task Force found that though there are many organizations helping people who are unhoused, additional coordination between services would be helpful.

Through multiple community listening sessions and a survey sent to community service providers, the Task Force identified gaps in available resources (Figure 17). The community listening sessions were important to ensure there was broad community and stakeholder input. Community input was sought at the following listening sessions:

- Listening Session for people who were currently unhoused: October 8, 2024
- Listening Session for service providers: October 17, 2024
- Listening Session for local businesses: October 22, 2024
- Listening Session for community members: October 23, 2024

Additional information from community service providers was requested via a survey that was sent out by email in October 2024.

FIGURE 17: COMMUNITY RESOURCES GAPS ANALYSIS, AUGUSTA

Gaps Identified by Community	Unhoused Listening Session	Service Provider Listening Session	Business Listening Session	Community Listening Session	Service Provider Survey	Total Mentions
Affordable Housing - Supportive, Transitional, Recovery, Other	2	1	3	3	3	**12**
Transportation	2	2	2	2	3	**11**
Low-Barrier Emergency Shelter (Year-Round)	3	1	1	2	1	**8**
Substance Use Services & Addiction Treatment	2		2	2	1	**7**
Warming/Cooling Daytime Gathering Space (Year-Round)	2	3	1	1		**7**
Mental Health Services	2		2		1	**5**
Tenant & Landlord Education		2		2	1	**5**
Sanitation Facilities (i.e. Showers, Toilets)	1	1		1	1	**4**
Storage	2	1	1			**4**
Trust between Unhoused Population, Business Community & Service Providers	1		2		1	**4**
Financial Assistance for Rent & Security Deposits	1	1			1	**3**
Homelessness Prevention Programs	2			1		**3**
Medical Care Services	1	2				**3**
Resource Coordination			1	1	1	**3**
Collaboration with Healthcare Providers		1			1	**2**
Data to Understand Current Needs				1	1	**2**
Individual Needs Assessment/Approach	1			1		**2**
Medical Respite Space	1	1				**2**
Recreation Opportunities to Reduce Isolation	1			1		**2**
Rental Subsidies/Vouchers	1	1				**2**
Resource Application Assistance (Housing & Services)	2					**2**
Resource Education for Community, Clients & Providers			1	1		**2**
Services Funding				1	1	**2**
Youth Programs	1				1	**2**
Ambulance Service to VA Togus		1				**1**
Benefit Cliff Assistance				1		**1**
Cell Phones & Reliable Plans					1	**1**
Community Education about Homelessness		1				**1**
Data to Determine Workforce Readiness				1		**1**

Gaps Identified by Community	Unhoused Listening Session	Service Provider Listening Session	Business Listening Session	Community Listening Session	Service Provider Survey	Total Mentions
Data to Understand Barriers to Housing				1		1
Dental Care		1				1
Electricity Access (i.e. Medical Machines)	1					1
Eviction Prevention				1		1
Family Support					1	1
Financial Literacy Education					1	1
Financial Support for Personal Vehicles				1		1
Harm Reduction Strategies				1		1
Job Training				1		1
Legal Assistance	1					1
LGBTQ+ Programs	1					1
Life Skills Education		1				1
Outreach Services	1					1
Resource Follow Through & Monitoring				1		1
Solutions to Root Causes of Homelessness				1		1
Weekend Services	1					1

The most urgently needed resource to support individuals transitioning from homelessness to stable housing is affordable housing. Additionally, the lack of accessible transportation in Augusta was identified as a significant barrier. Participants in every listening session emphasized the necessity of a low-barrier, year-round emergency overnight shelter.

Other critical gaps in community resources include substance use services and addiction treatment, year-round daytime warming and cooling spaces, mental health services, and education for both tenants and landlords.

MaineHousing has released a Request for Proposals (RFP) to solicit a vendor to complete a Gaps and Needs Analysis of Maine's Homeless Response System. When complete, this will provide additional information for future planning and decision-making.[34]

[34] MaineHousing. (2025). Gaps and Needs Analysis of Maine's Homeless Response System RFP. https://www.mainehousing.org/docs/default-source/rfps/2025-homeless-system-gaps-analysis-rfp.pdf?sfvrsn=f3639d15_3

Best Practices and Case Studies

The Task Force reviewed best practices from a variety of national and local sources, including engaging with experts from Maine to ensure that the recommendations were tailored to Augusta's specific needs and context. The following best practices were emphasized within the reviewed sources, identifying them as key principles that informed the Task Force's recommendations.

- ✓ Increase Affordable Housing Supply: Invest in housing development and rental subsidies.
- ✓ Prioritize Housing First: Provide immediate low-barrier access to stable, permanent housing without preconditions.
- ✓ Expand Permanent Supportive Housing: Develop Permanent Supportive Housing for chronically homeless individuals with integrated services.
- ✓ Utilize Bridge Housing: Offer short-term transitional housing to support individuals when permanent housing is not readily available.
- ✓ Implement Real-Time Data Systems: Track homelessness trends, service utilization, and resource allocation.
- ✓ Use Coordinated Entry Systems: Ensure efficient and equitable access to housing and services through centralized intake processes.
- ✓ Foster Cross-Sector Collaboration: Partner with government agencies, nonprofits, healthcare providers, and law enforcement.
- ✓ Adopt Trauma-Informed Outreach: Build trust and rapport with individuals who are unhoused through consistent and compassionate engagement.
- ✓ Provide Wraparound Services: Offer case management, employment assistance, and healthcare, including mental health and substance use treatment.
- ✓ Ensure Access to Basic Needs: Maintain sanitation, food, water, and harm reduction resources for dignity and safety while individuals are experiencing homelessness.
- ✓ Strengthen Eviction Prevention Efforts: Offer rental assistance, mediation services, and emergency financial aid to keep individuals stably housed.
- ✓ Expand Emergency Shelter Capacity: Ensure shelters provide low-barrier, safe, and accessible environments while being a pathway to housing.
- ✓ Support Targeted Interventions: Address specific needs for older adults, youth, families, Veterans, and survivors of domestic violence.
- ✓ Promote Public Education & Stigma Reduction: Foster community support through awareness campaigns.
- ✓ Advocate for Policy and Funding Solutions: Secure housing development, healthcare, and workforce training investments.
- ✓ Establish Transparent Encampment Policies: Avoid criminalization and ensure displacement occurs only when stable alternatives exist.

19 Strategies for Communities to Address Encampments Humanely and Effectively

The USICH's 2024 best practices emphasize the importance of prioritizing safe, stable housing options, utilizing real-time data systems to guide resource allocation, and avoiding the criminalization of homelessness. The USICH highlights both the humanitarian and economic benefits of these strategies, citing decades of research that demonstrate the effectiveness and cost-efficiency of Housing First practices. Studies show that nine out of ten people remain housed a year after receiving Housing First assistance, and providing housing can be up to three times cheaper than criminalizing homelessness.

The framework also stresses the importance of trauma-informed, housing-focused outreach to build trust with encampment residents and recommends the creation of cross-agency teams – including healthcare providers, outreach workers, nonprofits, and law enforcement – to coordinate efforts effectively. Engaging encampment residents in developing solutions that directly impact them is a key component, ensuring that their voices are central to policy decisions. Real-time data should be used to track encampment trends, inform policy development, and allocate resources efficiently.

Fostering community partnerships is also emphasized, with local businesses, residents, and service providers playing active roles in collaborative solutions. The USICH calls for advocacy to address the root causes of homelessness through policy changes and sustainable funding for housing solutions.

Maine's Plan to End and Prevent Homelessness

Last revised in 2017, Maine's Plan to End and Prevent Homelessness focuses on securing permanent housing with an adequate support network for all individuals experiencing homelessness. The plan is structured around four key goals:

- ✓ Ensuring emergency shelters and outreach programs are at the forefront to provide immediate safety and engagement to transition individuals into stable housing.
- ✓ Increasing the supply of appropriate housing and rental subsidies to promote long-term stability.
- ✓ Addressing medical, mental health, and substance use needs to sustain housing stability.
- ✓ Tackling underlying causes of homelessness by establishing strong, ongoing support systems.

For different populations, specific strategies are emphasized. Families experiencing homelessness require rental subsidies to mitigate poverty-related instability. Chronically homeless individuals benefit from permanent supportive housing with mental health and substance use recovery services. Circumstantially homeless adults need access to affordable housing and employment support. Survivors of domestic violence require rental assistance within supportive housing that includes safety planning and empowerment programs. Unaccompanied youth benefit from family reunification efforts, outreach, and transitional housing, when necessary, along with specialized support services.

Ending Homelessness Encampments in Maine

The Maine Statewide Homeless Council's 2024 White Paper offers a comprehensive analysis of the historical and policy factors contributing to the rise of homeless encampments and proposes strategic, humane responses. A central recommendation is the expansion of Housing First Programs, emphasizing the increased availability of supportive and bridge housing to promote long-term stability for individuals experiencing homelessness. The paper advocates for the implementation of real-time data systems to monitor encampment trends, enabling more effective resource allocation. Clear and transparent policies regarding encampment management are also emphasized to ensure all stakeholders, including city officials, service providers, and encampment residents, are well-informed and aligned.

A collaborative approach among city officials, community organizations, healthcare providers, and nonprofits is essential to create a unified response to encampments. To uphold the dignity and safety of encampment residents, the paper stresses the importance of strengthening public health and safety measures by providing essential services such as sanitation, food, water, and harm reduction resources. Proactive, trauma-informed outreach efforts are recommended to build trust with encampment residents, connect them to services, and coordinate agency responses. Finally, the paper advises limiting the displacement of

encampments unless safe and stable housing alternatives are available, with individualized plans developed to support each transition.

Case Study: The Homeless Services Center – Portland, Maine

The 208-bed Homeless Services Center (HSC) opened in 2023 and provides emergency shelter and extensive support services.[35] The HSC offers immediate emergency shelter while shelter staff and collaborative partners connect people to long-term housing solutions and comprehensive services, including case management, healthcare, and other support. This emergency shelter aims to serve as a central hub in addressing homelessness, helping individuals stabilize and then as quickly as possible transition into permanent housing.

The total project cost was $24 million, with the City of Portland paying $6.5 million upfront for the building, using $3.5 million in City-allocated American Rescue Plan Act (ARPA) funding and $3 million from Cumberland County's ARPA funding. The developer, Developers Collaborative, financed the remaining cost and is leasing the building to the city with the option for the city to buy it for $1 after 25 years.[36]

Aaron Geyer, Social Services Director for the City of Portland, said "Before selecting the site for a new homeless shelter, officials looked at city-owned parcels of land that met certain criteria, including being accessible by public transportation, and then worked hard to engage residents of the area where the shelter was ultimately located."[37]

Case Study: Housing First – Auburn, Maine

Like Augusta, the Mayor of Auburn created a committee on homelessness to seek advice and recommendations.[38] That group started meeting in March of 2024 and is currently working on their final recommendations.

Concurrently, city officials have spearheaded the development of a 30-unit Housing First program aimed at addressing chronic homelessness. This initiative will provide individuals experiencing homelessness with permanent apartments alongside integrated support services designed to promote long-term stability and housing retention. The project, a collaborative effort between the Auburn Housing Authority, Spurwink, the City of Auburn and Developers Collaborative, will be constructed on a city-owned parcel, demonstrating Auburn's commitment to leveraging local resources and partnerships to combat homelessness effectively.[39]

[35] HSC Planning & Operation Materials: https://www.portlandmaine.gov/712/Homeless-Services-Center
[36] Ohm, R. (2023). New homeless services center opens, expanding shelter capacity in Portland. https://www.pressherald.com/2023/03/22/new-homeless-services-center-opens-expanding-shelter-capaCity-in-portland/
[37] Edwards, K. (2025). Augusta homeless task force looks at Portland shelter model. https://www.centralmaine.com/2025/01/22/augusta-homeless-task-force-looks-at-portland-shelter-model/
[38] City of Auburn. (2024). Mayor's ad-hoc committee on homelessness: https://www.auburnmaine.gov/Pages/Government/Homeless-Ad-Hoc
[39] WGME Staff. (2025). 'Housing First' plan for homeless community moved forward in Auburn. https://wgme.com/news/local/maine-housing-crisis-housing-first-plan-for-homeless-community-moves-forward-in-auburn

TASK FORCE RECOMMENDATIONS

The Task Force recognizes that homelessness is the result of failures in the system of housing and services rather than failures of an individual. The unique and complex nature of each person's experience and needs requires a system of supports that is flexible, comprehensive and person-centered. The proposed recommendations from the Task Force are designed to maximize community impact. To ensure effective and structured implementation, these strategies are categorized and assigned to one of three timeframes:

- **Short-term:** Actions achievable within one year or less.
- **Medium-term:** Initiatives requiring one to two years.
- **Long-term:** Efforts extending beyond two years.

While many initiatives will need to be pursued concurrently, this phased approach allows for immediate progress on priority issues while dedicating the necessary time and resources to design and implement systemic, long-term solutions. To maintain clarity, recommendations are outlined within their respective categories and are not repeated across multiple sections, even when they could logically fit in more than one area. This approach avoids redundancy and promotes focused action.

Recommendations also include complementary initiatives to build upon, along with potential funding sources. While some funding application deadlines have passed, they are included to demonstrate historically available opportunities. While the future availability of similar programs is uncertain, these funding sources could be available in future years.

STRATEGY 1: FOCUS ON HOUSING AS THE SOLUTION TO HOMELESSNESS

The Task Force recognizes that lack of housing is the cause of homelessness and ensuring a sufficient supply of housing is available to meet the individual needs of everyone is the fundamental and a permanent solution. Augusta is currently facing a shortage of housing, including affordable housing, though the exact number of units needed has yet to be fully determined. MaineHousing estimates that an additional 873 affordable housing units are necessary to meet present demand in Augusta, including 424 units specifically allocated for older adults.[40] Additionally, the Housing Production Needs Study forecasts that Kennebec County will require between 9,100 to 9,700 housing units by 2030 to address future demand.[41]

	Recommendations	Details	Timeframe
1.1	**Conduct a Comprehensive Assessment of Augusta's Housing Stock & Opportunities**	• Work with city planning and development staff and the Augusta Housing Authority to create a full scope of updated assessment needs. • Inventory existing and upcoming affordable housing by size, location, and type. Be sure to include supportive housing. • Identify city-owned underutilized land and buildings for potential development. • Assess affordable units at risk of losing restrictions within 10 years. • Estimate unmet housing demand by type, program, and tenant population, including by income-level.	Short-term

[40] Cover, S. (2024). Augusta gets community development grant to boost Malta Street senior housing project. https://spectrumlocalnews.com/me/maine/housing/2024/06/19/maine-housing

[41] HR&A Advisors on behalf of MaineHousing, Governor's Office of Policy Innovation and the Future, Department of Maine Economic & Community Development. (2023). State of Maine Housing Production Needs Study: Homes to support Mainers and Maine businesses, now and in the future. https://mainehousing.org/docs/default-source/default-document-library/state-of-maine-housing-production-needs-study_full_final-v2.pdf

	Recommendations	Details	Timeframe
1.2	**Create Housing Production Goals**	• Set housing production goals based on needs data obtained through 1.1. • Integrate goals into city planning and development priorities. • Consider a review of planning board approval process to ensure that projects are approved based on their conformance with City development goals outlined in the comprehensive plan or other city documents. • Assign an individual or team to manage and update housing data at least every five years. • Share data with key stakeholders to support regional alignment.	Short-term
1.3	**Expand Low-Barrier Housing Solutions**	• City staff and elected officials should demonstrate visible support for the development of low-barrier supportive housing for special populations such as those experiencing chronic homelessness. • Encourage intentional development aligned with identified supportive housing needs such as housing that supports chronically homeless or other special groups.	Medium-term
1.4	**Streamline Access to Existing Housing**	• Launch programs that reduce stigma around those exiting homelessness including a landlord education campaign and landlord liaison program. This should be done in partnership with coordinated entry and area service providers to provide outreach, community meetings, and online resources that support landlords. • Establish a staff position within the city to help identify and coordinate area resources, advance task force recommendations, and bring in outside agency support to navigate individuals and families from homelessness to housing.	Medium-Term
	Complementary Initiatives to Build Upon	❖ State of Maine Housing Production Needs Study ❖ City of Augusta 2023 Comprehensive Plan ❖ MaineHousing, Rent Smart Program	
	Potential Funding	❖ MaineHousing, 2024 Housing First Request for Qualifications: Funding for site-based Housing First Programs. *Application deadline 3/6/2025 (extended from original deadline of 1/16/2025)* ❖ MaineHousing, Low Income Housing Tax Credit Program: Funding for affordable housing. 2025-2026 QAP. *Pre-application deadline 7/3/2025 (2026 round)* ❖ Federal Home Loan Bank of Boston, Affordable Housing Program: Funding for affordable housing. *Application deadline 7/17/2025* ❖ MaineHousing, Supportive Housing Program: Funding for Permanent Supportive Housing. 2024 RFP. *Most recent application deadline 9/26/2024* ❖ MCoC, 2024 RFP: Funding for affordable housing and related services for people experiencing homelessness. *Most recent application deadline 9/30/2024*	

STRATEGY 2: DEEPEN POLICY IMPACT THROUGH LEADERSHIP

Municipal leadership and staff are critical to ending and preventing homelessness. They are priority-setters and can eliminate system barriers, coordinate resources, disseminate information, and provide advocacy and technical assistance. By strengthening advocacy efforts, the city can drive meaningful policy changes, secure critical resources, and promote a more inclusive and supportive community.

	Recommendations	Details	Timeframe

2.1	**Adopt Supportive Zoning and Land Use Policies**	• Complete a comprehensive review of all zoning, land use and other ordinances to identify barriers and opportunities to housing and shelter development. • Advance needed changes resulting from review above. Consider additional density bonuses such as height bonuses and reduced parking requirements for affordable housing projects. • Through collaboration between city staff and area service providers, establish permitted zones or overlay districts where shelters are allowed by-right rather than as a conditional use. Consider staffing ratios or other requirements as part of the process. • Consider waving or reducing permit fees for affordable housing or shelter development. • Ensure city staff and elected officials, including members of the planning board, receive continued education about development types and housing finance as they relate to the role and scope of city processes and approvals.	Short-term
2.2	**Lead with Decisive Policy & Advocacy**	• Adopt a core community belief statement through formal council action, that all people should have a place to stay at night, shelter from adverse weather conditions during the day and access to services that support those experiencing homelessness. • Elected officials and staff should lead the way through demonstrated, proactive support that includes advocating for, seeking out and taking the lead on policies and funding that address homelessness and expand services, housing and housing programs. • Through existing staff and leadership, take the initiator and coordinator role in bringing additional funding for housing and services to the city and support funding applications for area service and housing providers and developers. • Consider addressing homelessness through a public health framework, both focused on the health of individuals experiencing homelessness and the broader community. • Oppose policies at all levels of government that harm individuals by prolonging or causing experiences of homelessness. • Ensure city leadership engages in state and community discussions for long-term solutions and regional collaboration.	Short-term
2.3	**Research Becoming a CDBG Entitlement Community**	• Explore potential Congressional paths to becoming a Community Development Block Grant (CDBG) Entitlement Community.	Medium-term
2.4	**Incentivize Affordable Housing Development**	• Actively market Augusta to affordable housing developers. • Expand the use of Tax Increment Financing (TIF) funds to assist developers with predevelopment costs related to the development of affordable housing or emergency shelter. • Provide financial assistance through city or outside resources for sewer and water line extensions and road construction assistance. • Investigate providing loan guarantees to affordable housing developers. • Using online city resources, be a connector to training and technical assistance that increases private development capacity.	Medium-term

	Complementary Initiatives to Build Upon	❖ A Roadmap for the Future of Housing Production in Maine ❖ City of Augusta 2023 Comprehensive Plan ❖ City of Augusta Policy Development Recommendations
	Potential Funding	❖ Department of Economic & Community Development (DECD), CDBG: Funding for planning, community and economic development projects. 2025 Application Package. *Housing Assistance Letter of Intent deadline March 21, 2025* ❖ City of Augusta, TIF Program

STRATEGY 3: IMPROVE REAL-TIME DATA

Use data to inform decisions and identify areas for system improvement. Rather than creating a brand-new data collection system, the Task Force recommends investigating whether the Hub 6 Coordinator can enhance current data collection processes. The role of the Hub Coordinator is meant to focus on convening and facilitating cross-agency collaborative teams, collecting and analyzing real-time data, tracking performance metrics for the Hub, managing the Coordinated Entry System, and driving systemic improvements to better serve individuals experiencing homelessness.

	Recommendations	Details	Timeframe
3.1	**Improve Data Collection**	• Ensure all emergency shelters and warming centers track bed availability, utilization, and lengths of stay to allow a better understanding of shelter capacity and need. • Work with providers to improve tracking of people who are housed to identify individuals at risk of homelessness and prioritize interventions before housing instability occurs. • Improve the data of people who are unsheltered to better identify unmet resource needs and barriers to accessing housing and shelter. • Improve data collection within the Augusta Police and Fire/Rescue Departments to track the number of calls, time and costs related to unsheltered homelessness within the city.	Short-term
3.2	**Increase Data Accessibility**	• Enhance coordinated decision-making, by encouraging all providers to participate in Coordinated Entry, ensuring that data is centralized, kept updated, and is accessible to stakeholders. • For any competitive city funding or land development opportunities that have a goal of engaging homeless service providers or solving homelessness, consider adding threshold or other scoring criteria that reward current or future-committed participation in the Coordinated Entry System.	Short-term
3.3	**Monitor Data**	• Measure outcome to continuously improve community responses.	Short-term
	Complementary Initiatives to Build Upon	❖ Community Solutions, Built for Zero ❖ City of Portland, Emergency Shelter Assessment Committee	

STRATEGY 4: SYNCHRONIZE RESOURCE COORDINATION & COMMUNICATION

While Augusta has a strong foundation of community-wide services available to individuals experiencing homelessness, resource gaps remain. Enhancing participation in the Coordinated Entry System among agencies presents an opportunity to strengthen this network.

	Recommendations	Details	Timeframe

4.1	**Foster Cross-Agency, Multi-Sector Collaboration**	• Support a dedicated committee to better coordinate homeless services, including members from city leadership, key city departments (e.g., Public Safety, Community Services), regional representatives, hospitals, service provider organizations, and community groups. • Designate a leader to oversee committee operations. Evaluate whether to integrate this committee under the Hub 6 Coordinated Entry System (CES) or other existing working groups vs. operating independently. • Hold regular multi-sector meetings to ensure continuous alignment with a goal of closing gaps in hours of operation, transportation and services provided. • Break down silos between agencies to facilitate transparent data exchange and collective learning (e.g., assist in creation of master release for sharing of information across providers in compliance with ethical and legal standards). • Ensure city participation in Maine CoC Diversion Committee.	Short-term
4.2	**Engage the Community**	• Consider creation of a landing page on the city website to link landlords, business owners, providers and community members to resources. • Create a feedback loop for local residents and business owners to stay engaged in discussions and initiatives that address homelessness. • Include people who are unhoused in the continued development and evaluation of solutions.	Short-term
4.3	**Expand Access to Financial Resources**	• Focus on initiatives that help individuals and families remain housed, preventing the inflow into homelessness. • Increase flexibility and availability of time-limited financial support for rent, utilities, and security deposits. • Simplify and streamline access to financial resources through a centralized resource.	Short-term
	Complementary Initiatives to Build Upon	❖ Bridging the Gap, Centralized Helping Fund ❖ Maine Housing Search ❖ MaineHousing, Rent Smart Program ❖ 211 Maine - Resource Directory	
	Potential Funding	❖ John T. Gorman Foundation, Direct Services Grants: Program funding for basic needs supports and services. *Application deadline 3/25/2025.* ❖ MaineHousing, Long-Term Solutions to Assist People Experiencing Homelessness: Funding to prevent and end homelessness. *Last application deadline 9/30/2024.* Recent Grants List ❖ MaineHousing, Housing Problem Solving Program: *Funding for training, program operating expenses, direct client assistance for current ESHAP recipients.* 2025 Program Guide	

STRATEGY 5: MAKE SHELTERS AND TRANSPORTATION A PATHWAY TO HOUSING & SUPPORT

While permanent housing is the ultimate goal, temporary shelter offers a safe and effective way to engage individuals, providing a pathway to stable housing and supportive services.

	Recommendations	Details	Timeframe
5.1	**Increase Year-Round Emergency Shelter**	• Increase emergency shelter capacity to meet need and ensure any new shelter space is available 24/7 year-round and is low barrier.	Short-term

		• Explore and support maximizing use of existing city resources such as general assistance and/or creating new allocations to expand low-barrier overnight shelter to year-round operation as necessary to meet the need. • If a separate, new shelter is warranted versus expansion of existing shelter, encourage developers/operators with service models that include wraparound services either onsite or within close walking distance. • Encourage shelter developers/operators to engage the community proactively throughout the planning process of any new emergency shelter. This could include holding neighborhood meetings and listening sessions.	
5.2	**Treat People with Dignity and Respect**	• Ensure interim shelter strategies promote dignity, respect, and pathways to permanent housing. • Address unique needs of people with chronic and acute health conditions.	Short-term
5.3	**Reduce Unsheltered Homelessness**	• Prioritize encampment closure based on health and safety factors. • Continue to limit criminalizing homelessness. Only clear encampments when shelter space and/or housing is available. • Empower community outreach teams to engage people staying outside. • The city should identify ways to reduce barriers to transitioning out of homelessness by undertaking or supporting initiatives that provide free storage, a place to receive mail and laundry facilities.	Short-term
5.4	**Increase Access to Transportation**	• Ensure that individuals experiencing homelessness are centered in broad conversations about increasing public transportation options, e.g. bicycle programs, car repair funds, bussing, etc.	
	Complementary Initiatives to Build Upon	❖ Ending Homeless Encampments in Maine ❖ Maine's Plan to End & Prevent Homelessness ❖ 19 Strategies for Communities to Address Encampments Humanely and Effectively	
	Potential Funding	❖ MaineHousing, Emergency Shelter and Housing Assistance Program (ESHAP): Funding for shelter operations, housing stabilization, Stability Through Engagement Program Vouchers (STEP), Home to Stay Housing Choice Vouchers (HTS HCV). Most recent application was due 11/20/2024. 2025 Program Guide ❖ MaineHousing, Housing Problem Solving (HPS): Funding for training, program operating expenses, direct client assistance (available to ESHAP grantees). 2025 Program Guide ❖ MaineHousing, Targeted Rapid Rehousing Program (TRRP): Funding for housing relocation & stabilization, direct client assistance, landlord incentives. 2025 Program Guide. ❖ MaineHousing, Warming Shelter Grants: Funding from the State's Emergency Relief Fund. 2024 Grant List.	

LIMITATIONS

While the report offers thoughtful recommendations for addressing homelessness, it is important to acknowledge certain limitations. In many cases, real-time data for Augusta was not readily available, which impacted the ability to accurately quantify unmet needs. Although the Task Force and supporting staff gathered and reviewed quantitative data, resource constraints limited the committee's ability to extensively identify, obtain, and analyze existing data. Furthermore, while the recommendations aim to provide a clear

roadmap for responses that prioritize dignity and respect, current funding levels may not be sufficient to fully implement all strategies. These limitations highlight the need for ongoing data collection, evaluation, and advocacy to secure the necessary resources for comprehensive action. Despite these challenges, the report represents the community's commitment to improving the lives of people who are unhoused and serves as a critical step toward more informed, coordinated, and sustainable solutions.

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APPENDICES

APPENDIX I: CITY OF AUGUSTA RESOURCES

Service Category	Service Type	Organization Name	Resource Details	Hours of Operation
Food	Angel Food Saturday Suppers	Penney Memorial United Baptist Church	Evening Meal	4th Saturday of the month 4:30-5:30pm
	Angel Food Saturday Suppers	South Parish Congregational Church UCC	Evening Meal	1st, 2nd, 3rd, 5th Saturdays of the month 4:30-5:30pm
	Food	General Assistance/City of Augusta Bureau of Health and Welfare	Emergency Financial Assistance	24/7
	Food Pantry	Augusta Food Bank	Food	M-W by appointment 8:30-10:30am & Thursday 8-10am
	Saturday Breakfast	Unitarian Universalist Community Church of Augusta Maine	Morning Meal	Saturdays 7-9 am
	Soup Kitchen	Bread of Life	Free Breakfast & Lunch	M-F 8:30-9:30 am; 11am-12:30pm
Housing & Shelter	Affordable Apartments	Augusta Housing Authority	Affordable Housing Apartments	M-F 8am-3 pm
	Affordable Apartments	Bread of Life	100 units of low-income housing in Augusta (10 properties)	M-F 8:30am-4 pm
	Assisted Living Search	Assisted Living Facilities Search - Office of Aging and Disability Services	Online search tool for assisted living facilities	24/7
	Emergency Shelter	Bread of Life	40-bed individual and family shelter; 14-bed Veterans' shelter.	Overnights
	Emergency Shelter	Family Violence Project	Temporary emergency shelter for people fleeing domestic abuse or who are homeless because of an abusive domestic partner	Overnights
	Emergency Shelter	General Assistance/City of Augusta Bureau of Health and Welfare	Emergency Financial Assistance	24/7
	HUD VASH	Togus Veterans Affairs Medical Center	Rental subsidy program & support for Veterans experiencing homelessness	M-F 8am-4:30 pm
	Recovery Residence	Kennebec House	40-bed MARR Certified Recovery Residence serving men	24/7
	Rental Assistance	Bridging the Gap	Centralized Helping Fund – limited financial-assistance programs	M-Th 9am-3 pm
	Rental Assistance	The Salvation Army Capital Region Corps	Limited financial-assistance programs	M-F 9am-noon & 1pm- 2:30 pm
	Rental Housing Search	MaineHousing Subsidized Housing	Online statewide list of all subsidized housing compiled by MaineHousing and broken into counties within Maine	24/7
	Rental Housing Search	MaineHousingSearch.org	Online listing of available apartments	24/7
	Rental Subsidies	Augusta Housing Authority	Housing Choice Voucher (Section 8), Mainstream Vouchers	M-F 8am-3pm
	Rental Subsidies	Kennebec Behavioral Health	i.e. Bridging Rental Assistance Program (BRAP)	M-F 8am-5pm
	Rental Subsidies	MaineHousing	Housing Choice Vouchers (Section 8)	M-F 8am-4pm
	Safe Haven	Sisters in Arms Center	Transitional housing, support groups, and peer support for female Veterans with or without children who are unhoused; male children must be 13 years of age and younger.	24/7
	Supportive Housing	Kennebec Behavioral Health	Supportive Housing Apartments	M-F 8am-5pm
	Warming Center	The Augusta Emergency Overnight Warming Center	Safe and warm overnight space for the homeless and those most vulnerable.	7 days per week, 5pm-7am (winter)
	Warming Center	Maine Recovery Access Project	A recovery community center grounded in harm reduction. Opening June 2025.	Th-M 7am-5pm (Nov-April);

Service Category	Service Type	Organization Name	Resource Details	Hours of Operation
				12:30-8:30pm (May-Oct)
Mental Health and Other Health Services	Case Management	Crisis and Counseling Centers	Mental Health services offered to both individuals and families. Counselors are trained in several mental health issues including trauma.	M-F 7am-7pm
	Case Management	Kennebec Behavioral Health	Adult casement management	M-F 8am-5pm
	Crisis Services	Crisis and Counseling Centers (C&C)	Rapid and respectful response to individuals and families in crisis. C&C is the sole provider of crisis services to residents of Kennebec and Somerset counties	M-F 7am-7pm
	Express Care	MaineGeneral Health	Walk-in clinics for minor illnesses and non-emergency care	M-F 8am-7:30 pm; Saturday & Sunday 8 am-5pm
	Healthcare	Togus Veterans Affairs Medical Center	Healthcare and mental health services for veterans	M-F 8am-4:30 pm
	Medical	General Assistance/City of Augusta Bureau of Health and Welfare	Emergency financial assistance for medical expense	24/7
	Mental Health Hotline	Maine Crisis Hotline	24/7 support line for mental health, crisis intervention, and emotional support	24/7
	Mental Health Hotline	National Suicide and Mental Health Crisis Hotline	24/7 confidential support for suicide prevention and mental health crises	24/7
	Peer Support	LINC Center/Motivational Services (MOCO)	18 and older w/ mental health, substance use and/or any life challenges to become empowered, make contributions, be creative and learn to be the healthiest version of themselves	M-F 9am-5pm
	Prescriptions	The Salvation Army Capital Region Corps	Limited financial-assistance programs	M-F 9am-noon & 1pm-2:30 pm
	Mental Healthcare	Riverview Psychiatric Center	State-run psychiatric hospital providing inpatient mental healthcare	24/7
Other Basic Needs	Amy Buxton Pet Pantry	South Parish Congregational Church UCC	Pet supplies for low-income pet owners	2nd Saturday of the month 9-10am
	Basic Needs	General Assistance/City of Augusta Bureau of Health and Welfare	Emergency financial assistance for basic needs	24/7
	Clothing	The Salvation Army Capital Region Corps	Limited financial-assistance programs	M-F 9am- noon & 1pm - 2:30pm
	Clothing	Green Street United Methodist Church		Tuesday & Thursday 10am-2pm
	Clothing/Addie's Attic	Bridging the Gap		Tuesday & Thursday 10 am-2 pm
	Clothing/Toiletries	Bread of Life	Free clothing & toiletries	M-F 8am-4pm
	Fuel Assistance	General Assistance/City of Augusta Bureau of Health and Welfare	Emergency financial assistance for utilities	24/7
	Fuel Assistance	Kennebec Valley Community Action Program (KVCAP)	Energy assistance for low-income households	M-F 7:30am-4:30pm
	Fuel Assistance	The Salvation Army Capital Region Corps	Limited financial-assistance programs	M-F 9am- noon & 1pm- 2:30pm
	Household Items	Project Fresh Start	Household items & furniture	By Appointment
	Laundry	Garden Island/Bangor Street Laundromat	Laundromat	Daily 5:30am - 9pm
	Laundry	Maxim Laundromat	Laundromat	M-F 7am-3 pm; Sat & Sun 7am-1pm
	Recreation	Kennebec Valley YMCA	Environment for the enrichment of all people, through social, recreational and learning activities	M-F 5:30am-8 pm; Sat 8am-2 pm; Sun10 am-2pm
	Storage	Kennebec Storage	Monthly rental storage units	Daily 8am - 8pm

Service Category	Service Type	Organization Name	Resource Details	Hours of Operation
	Storage	U-Haul	Monthly rental storage units	M-Th 7am-7 pm; F 7am-8 pm; Sat 7am-7pm; Sun 9am-5 pm
	Homeless Outreach	Kennebec Behavioral Health	Homeless outreach through PATH	M-F 8am-5pm
	Homeless Outreach	Togus Veterans Affairs Medical Center	Homeless outreach for Veterans	M-F 8am-4:30 pm
	Resource Connection	Family Violence Project	Resource connection for survivors of domestic abuse	Hotline 24/7; office M-F 8am-5pm
	Resource Connection	Bread of Life	Free information & referrals to area resources	M-F 8am-4pm
	Resource Connection	Bridging the Gap	Resource connection	M-Th 9am-3 pm
	Resource Connection	Lithgow Public Library	Resource connection	M-Th 9am-8 pm; Fri 9am-8 pm; Sat 9am-noon
	Resource Connection	Maine Recovery Access Project	A recovery community center grounded in harm reduction. Opening June 2025.	Th-M 7am-5pm (Nov-April); 12:30-8:30pm (May-Oct)
Substance Use Treatment & Recovery Support	Addiction Recovery Center	ART's House /Bread of Life	8 beds for Veterans	M-F 8am-4pm
	Alcoholics Anonymous	Alcoholics Anonymous	Peer-led recovery meetings	Daily 5:30am-9pm
	Alcoholics Anonymous	Penney Memorial United Baptist Church	Peer-led recovery meetings	Saturdays at 10am
	Alcoholics Anonymous	Riverview Psychiatric Center	Peer-led recovery meetings	Sundays at 9:30am
	Alcoholics Anonymous	South Parish Congregational Church UCC	Peer-led recovery meetings	M-F 7:15am-noon & Mon at 7 pm
	Alcoholics Anonymous	Unitarian Universalist Community Church of Augusta Maine	Peer-led recovery meetings	Fridays at 6pm
	Augusta Project Recovery	Kennebec Behavioral Health	Treatment and recovery support	
	Narcotics Anonymous	Augusta Recovery Reentry Center	Peer-led recovery meetings	Fridays at 7:30pm
	Peer Support	LINC Center/Motivational Services (MOCO)	18 and older w/ mental health, substance use and/or any life challenges to become empowered, make contributions, be creative and learn to be the healthiest version of themselves	M–F 9am-5pm
	Substance Use Treatment	Crisis and Counseling Centers	Recovery support	M-F 7am-7pm
Transportation	KV Cap Transit	Kennebec Valley Community Action Program (KVCAP)	On-demand reservation based transit within central Augusta	M-F 8:30am-4pm

Appendix II: Potential Funding Sources

City of Augusta, Tax Increment Financing (TIF) Program.
City of Augusta Tax Increment Financing Policy, April 2021:
https://www.augustamaine.gov/corecode/uploads/document6/uploaded_pdfs/Augusta TIF Policy (final)_1717093526.pdf

Department of Economic & Community Development (DECD), CDBG: Funding for planning, community, and economic development projects. Housing Assistance Letter of Intent deadline: March 21, 2025.
CDBG Application Process: https://www.maine.gov/decd/community-development/cdbg-program/application-process

2025 Housing Assistance Grant Program Application Package:
https://www.maine.gov/decd/sites/maine.gov.decd/files/inline-files/2025%20HA%20app.pdf

Federal Home Loan Bank of Boston, Affordable Housing Program: Funding for affordable housing. Application deadline: 7/17/2025
AHP Information: https://www.fhlbboston.com/fhlbank-boston/ahp-apply-reporting#/

John T. Gorman Foundation, Direct Services Grants: Program funding for basic needs supports and services. Application deadline: 3/25/2025.
Application Information: https://www.jtgfoundation.org/2025/02/2025-dsgp-application-period-opens-february-24/

MaineHousing, Emergency Shelter and Housing Assistance Program (ESHAP): Funding for shelter operations, housing stabilization, Stability Through Engagement Program Vouchers (STEP), Home to Stay Housing Choice Vouchers (HTS HCV). Most recent application was due: 11/20/2024.
ESHAP Information: https://www.mainehousing.org/programs-services/homeless/homelessdetail/emergency-shelter-and-housing-assistance-program
2025 ESHAP Program Guide: https://www.mainehousing.org/docs/default-source/homeless/homeless-initiatives/2025-eshap-program-guide-final.pdf?sfvrsn=fef59d15_3

MaineHousing, 2024 Housing First Request for Qualifications: Funding for site-based Housing First Programs. Application deadline: 3/6/2025 (extended from original deadline of 1/16/2025)
2024 RFP:https://www.mainehousing.org/docs/default-source/rfps/2024-housing-first-rfq.pdf?sfvrsn=25179e15_1

MaineHousing, Housing Problem Solving (HPS) Program: Funding for training, program operating expenses, direct client assistance for current ESHAP recipients.
HPS Information: https://www.mainehousing.org/programs-services/homeless/homelessdetail/housing-problem-solving
2025 HPS Program Guide: https://mainehousing.org/docs/default-source/homeless/homeless-initiatives/2025-housing-problem-solving-program-guide-only.pdf?sfvrsn=fcf59d15_4

MaineHousing, Long-Term Solutions to Assist People Experiencing Homelessness: Funding to prevent and end homelessness. Last application deadline: 9/30/2024.
Recent Grant List: https://www.mainehousing.org/news/news-detail/2024/11/21/mainehousing-announces-grants-for-long-term-solutions-to-homelessness

MaineHousing, Low Income Housing Tax Credit Program (LIHTC): Funding for affordable housing. Pre-application deadline: 7/3/2025 (2026 round)
LIHTC Information: https://www.mainehousing.org/programs-services/housing-development/developmentdetails/low-income-housing-tax-credit-program

2025-2026 QAP: https://www.mainehousing.org/docs/default-source/qap/2025-2026-qap.pdf?sfvrsn=a78d9e15_1

MaineHousing, Supportive Housing Program (SHP): Funding for Permanent Supportive Housing. Most recent application deadline: 9/26/2024.
SHP Information: https://www.mainehousing.org/programs-services/housing-development/developmentdetails/supportive-housing-program
2024 RFP: https://www.mainehousing.org/docs/default-source/development/supportive-housing/2024-supportive-housing-rfp.pdf?sfvrsn=b64a9e15_1

MaineHousing, Targeted Rapid Rehousing Program (TRRP):
TRRP Information: https://www.mainehousing.org/programs-services/homeless/homelessdetail/temporary-rapid-rehousing-program
2025 Program Guide: https://www.mainehousing.org/docs/default-source/homeless/homeless-initiatives/2025-trrp-program-guide-final.pdf?sfvrsn=fdf59d15_3

MaineHousing, Warming Shelter Grants: Funding from the state's Emergency Relief Fund.
2024 Grant List: https://www.mainehousing.org/news/news-detail/2024/09/09/as-maine-prepares-for-winter--mainehousing-announces--2-millon-in-warming-shelter-grants

Maine Continuum of Care (MCoC), 2024 RFP: Funding for affordable housing and related services for people experiencing homelessness. Most recent application deadline: 9/30/2024.
https://www.mainehomelessplanning.org/maine-continuum-of-care-notice-of-funding-opportunity-call-for-new-and-renewal-project-applications/

United Way Kennebec Valley (UWKV), Community Investment: Funding for community programs that align with UWKV. Next two-year funding round will open in fall 2026: https://uwkv.org/community-investment-process/

APPENDIX III: LIST OF ACRONYMS & ABBREVIATIONS

ACS	U.S. Census Bureau – American Community Survey
AHAR	Annual Homelessness Assessment Report
AMI	Area Median Income
ARPA	American Rescue Plan Act
BNL	By Name List
BRAP	Bridging Rental Assistance Program
CDBG	Community Development Block Grant
CES	Coordinated Entry System
DECD	Department of Economic & Community Development
DHHS	Department of Health and Human Services
ELI	Extremely Low Income
ESHAP	Emergency Shelter and Housing Assistance Program
GA	General Assistance
HCV	Housing Choice Voucher
HMIS	Homeless Management Information Systems
HPS	Housing Problem Solving
HTS HCV	Home to Stay Housing Choice Vouchers
HUD	Department of Housing and Urban Development
HSC	The Homeless Services Center
HUD VASH	HUD Veterans Affairs Supportive Housing
LIHTC	Low Income Housing Tax Credit
MaineHousing	Maine State Housing Authority
MCoC	Maine Continuum of Care
NLIHC	National Low Income Housing Coalition
NOFA	Notice of Funding Availability
PATH	Projects for Assistance in Transition from Homelessness
PIT	Point-In-Time
PSH	Permanent Supportive Housing
PUMS	Public Use Microdata Sample
QAP	Qualified Allocation Plan
RFP	Request for Proposals
SHC	Statewide Homeless Council
SHP	Supportive Housing Program
STEP	Stability Through Engagement Program Vouchers
TRRP	Targeted Rapid Rehousing Program
Task Force	The City of Augusta Task Force on Homelessness
USICH	The U.S. Interagency Council on Homelessness
VA	Veterans Affairs