

**Remote HHS and Public Safety
Meeting Agenda
May 13, 2025 at 5:30 PM
Remote Meeting**



MEMBERS
Councilor Anna Bullett, District 4, Chair
Councilor April Fournier, At-Large
Councilor Sarah Michniewicz, District 1
Councilor Wesley Pelletier, District 2

To submit written public comment on an agenda item, email HHSPS@portlandmaine.gov. Submissions must be received by 12:00 pm the day before the Health & Human Services and Public Safety meeting to guarantee their inclusion in the agenda packet. All submissions must include the commenter's name and legal address. To help ensure your comment is submitted for the correct item, please include the name of the agenda item (see below).

The Health & Human Services and Public Safety Committee will conduct this meeting remotely via Zoom pursuant to the Remote Meeting Policy adopted by the Portland City Council. Allow your computer to install the free Zoom app to get the best meeting experience. If you are not able to attend live either in person or via Zoom, a recording will be available in the [Agenda Center](#) following the meeting.

You are invited to a Zoom webinar!

When: May 13, 2025 05:30 PM Eastern Time (US and Canada)

Topic: Remote HHS and Public Safety Meeting

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+1 719 359 4580 US

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+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

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1. Announcements
2. Review and Approval of Minutes from April 10, 2025
 - a. Draft Minutes
3. 'Built for Zero' Panel Discussion (Councilor Sarah Michniewicz)
 - a. Panelists (10 minutes each):
 - Amy Holland, Statewide Homeless Response System Coordinator
 - Nakesha Warren, Homeless Response Hub 2 Coordinator
4. Public Safety Update (Mark Dubois, Police Chief)
5. Childcare Concept Proposal (Dena Libner, Assistant City Manager)
Staff will present a childcare concept to the Committee for general discussion and feedback.
 - a. Concept Proposal
6. Next Meeting: June 10, 2025

Health & Human Services and Public Safety Committee

April 10, 2025, 5:30 PM Remote Meeting

Committee Attendance:

Anna Bullett, Chair (District 4), April Fournier (At-large), Sarah Michniewicz (District 1), Wesley Pelletier (District 2).

Councilor Attendance:

City Staff:

Adam Harr, Executive Assistant; Mark Dubois, Police Chief; Dena Libner, Assistant City Manager; Greg Jordan, Assistant City Manager; Maggie Mcloughlin, Director of Health and Human Services; Bridget Rauscher, Public Health Director. Kaela Gonzalez, American Rescue Plan Coordinator; Jessica Hanscombe, Director of Permitting and Inspections; Chris Beaumont, Marijuana Compliance Coordinator, Mary Davis, HCD Division Director; Caity Hager, Emergency Management Coordinator; Nicole Albert; Associate Corporation Counsel; Chad Johnston, Fire Chief.

1. Announcements

- None.

2. Review and Approval of Minutes from March 11, 2025

- Moved to approve by Councilor Fournier and seconded by Councilor Michniewicz. The minutes were approved unanimously 4-0.

3. Chapter 35 (Councilor April Fournier)

- Higher Grounds of Maine is a cannabis store that also operates as a coffee shop; there was an issue with their license as there was not an ability to also make espresso and coffee drinks the way the ordinance is currently written.
 - Requested staff to look at current licensing and what changes could be proposed to allow this use.
 - Chapter 35 and chapter 15 needed changes.
- Public Comment
 - Mark Barnett, owner of Higher Grounds of Maine at 45 Wharf Street. He thanked the committee and staff before giving background: Received initial food service license in 2017 as a coffee shop with a food safety license held since 2027. They prepared coffees and blended drinks. The state license is an FSE food service with prep which allows them to blend milk. This was so for 7 years until their food service with no prep license with the city expired. Food service establishment that also has cannabis on hand and dairy cross contamination was the concern; for 3.5 of their 7 years in operation they operated the cannabis part of their business. When they switched to adult use, the question of if they can operate a beverage prep business onsite with the cannabis

business came up. Now we are looking at how to get to a license that allows to prepare the beverages; they are currently not serving the beverages which has cost money in legal fees and loss of customers.

- Public comment closed at 5:44 PM.
- Committee discussion
 - Page 27 has the major changes with the red lines: Section D
 - Adding change to FSA with preparation, striking out hot beverages and limiting to non-alcoholic beverages.
 - Change in fee from \$142 to \$230.
 - There was a cap on businesses in 2020 and then the cap was removed and the workload increased.
 - Was there any consideration on additional budget requests because of that increase?
 - Not this year but we will put in for an additional employee when social clubs come up.
 - We thought we would have 20 stores and there are 38; we are right on the line of needing more staff.
 - Adult retail stores are 21+ (medical is 18+) and people under 21 can go into stores accompanied by a parent or =guardian and could purchase a coffee, but not cannabis.
 - Would other stores likely follow?
 - Likely yes.
- Committee Vote
 - Councilor Fournier Moved to approve the changes in Chapter 35, Councilor Michniewicz seconded and the motion was approved 4-0.

4. Childcare Proposal (Councilor Anna Bullett, Chair)

- The proposal comes from a committee request form the March meeting.
- The CDBG program has been supporting childcare in Portland since 2002, totaling \$2.3 million to date. In 2024, American Rescue Plan money covered gaps from CDBG.
 - Covering costs of childcare for families looking for employment or school; the state assistance is only for people currently employed in school and there is a long waitlist.
 - The childcare voucher program helps people obtain and keep childcare using a 4 group collaboration: YFO, Catherine Morel, Saint Elizabeth's and Portland Headstart.
 - Served 845 families since 2010.
 - Since July, the collaborative has averaged \$6,500 per month in program expenses with YFO leading administration of the program.
- Starting Strong informed recommendation.
 - School aged childcare averages \$317/week.
 - If the City funded \$200,000 per year, it would provide 630 weeks of childcare.
 - If the City funded \$100,000 per year, it would provide 315 weeks of childcare.
 - If the City funded \$80,000 per year (current level), it would provide 252 weeks of childcare.
- Committee questions
 - Councilor Bullett clarified the committee is choosing which level the committee would like to recommend.
 - The tax rate stays the same regardless of choice.

- It is a gap program that is a bridge, not supporting families long term.
 - The weeks of programming would support hundreds of kids.
- No vote needed: one of the councilors needs to put forth an amendment as part of the finance committee budget process or to the full body; the entire committee agreed to move forwards and the committee thanked HCD Division Director, Mary Davis and American Rescue Plan Coordinator, Kaela Gonzalez for their work.

5. Warming and Cooling Shelter Planning (Caity Hager, Emergency Management Coordinator)

- Emergency Management Coordinator Hager presented options for managing cooling and warming shelters at the request of the committee.
- Some staff time is dedicated to cooling and warming center planning, with warming pressing.
- Some communities operate nightly in the winter, whereas Portland opens when certain temperature and weather thresholds are met.
- Portland is limited to a lack of appropriate space.
- Warming shelters: we facilitate private community partners operate overnight warming shelter funded by MaineHousing.
- Nonprofit partner opens their space during the day for warming centers.
- The EMC monitors weather and notifies partners when thresholds are met.
- 2023- 2024 was based on a daily high apparent temperature of 20 degrees or snow accumulation of more than 10 inches.
 - Opened 17 times.
- 2024-2025 was based on the overnight low of 15 degrees to be more often.
 - Open for 34 nights.
- Cooling centers use the national weather advisory excessive heat warning as a trigger and the library is used as a cooling center.
 - If the library is not available other facilities can be used such as the ice arena.
 - 2023: activated twice
 - 2024: activated 5 times.
- We have more extreme cold weather than warm weather; most need and gaps are with overnight warming shelter.
- No one in Cumberland County applied to the warming shelter funding opportunity; after this Commonsplace and First parish secured other Maine Housing funds to open an overnight warming shelter.
 - Commonsplace explained successes and challenges in a memo.
 - Need professional and trained staff to operate a warming shelter in Portland.
- Looked at cities identified by the league of women voters that were similar in population and size in relation to the rest of the state and looked at similar cities in New England as well as Lewiston and Bangor.
 - Half cities outside of New England do not have warming shelters.
 - Those that do operate nightly mostly in churches or in existing shelters.
 - Some found vacant buildings such as old schools when new ones are built or when a federal building was unused and able to use for very little.
 - Most are privately funding, with some grant funded and some municipal.
 - New England cities were more likely to coordinate.
 - Nashua, NH was the only municipality to operate overnight; it was a warming station but that operates overnight but does not have beds.

- Portland stands out as the only one to operate its own emergency shelter.
- Possible options
 - Dedicated staff would not expand what the EMC and Social Services Director already do as the lack of an appropriate facility is the primary barrier.
 - A single site opened nightly during winter would have a fiscal impact and might be limited by zoning.
 - Facilitate multiple smaller sites open by threshold.
 - There are not many options without a large fiscal impact and there is not an appropriate space.
- Committee questions and discussion
 - Councilor Pelletier asked if we have tried to coordinate with other communities
 - Councilor Michniewicz asked if the allowable costs were described by MaineHousing.
 - This was outside of the normal warming shelter funding but everything was funded by MaineHousing
 - Could the day space being pursued also allow for overnight shelter?
 - The zoning of the day space location does not allow for it; the property owner would need to seek a zoning amendment approved by the council.
 - Councilor Fournier asked if the state will fund a Commonsplace and First parish partnership to operate a warming shelter next year as they did this year?
 - That is still unknown.
 - Does MSHA money cover low barrier or are there restrictions to how the population can access?
 - Since the organizations apply directly, we cannot confirm.
 - Councilor Pelletier asked about the Salvation Army offering space.
 - They may have had a change in leadership and since the change, we have not been able to utilize their space.
 - He would like to look at some sort of rotation between facilities.
 - For staffing, there were many people who wanted to help: is there a way for us to coordinate trained staff?
 - Prior to MSHA funding, there was a community volunteer effort with a threshold of 5 degrees; it was very difficult to mobilize volunteers during a blizzard. It would be too challenging to do a fully volunteer effort.
 - Zoning: is there a way to queue this up ahead of time or do we need to know the exact property ahead of time?
 - A temporary shelter in an emergency context can operate for 180 days but the challenge is planning for a permanent or yearly shelter is not temporary.
 - Councilor Michniewicz flagged the extreme challenges of the population using the Warming Shelter. Could there be a separate shelter serving people with less challenges that would be easier for staff to serve?
 - Warming shelter is supplemental to the shelters we do have. The HSC and Milestone are open and available.
 - Assistant City Manager Libner clarified the councilor is asking about different warming shelters serving different populations in the context of a multi-site warming shelter plan.

- The lack of space, staffing, and funding would still exist and it would depend of the operators of the shelters.
 - We would support if there was interest by nonprofit partners.
 - It would be difficult to bar people with behavioral health needs form any publicly funded shelter.
- Councilor Bullett reiterated that the City has a large low barrier shelter and that the warming shelter serves a vary specific high needs populations and thanked Commonsplace and First Parish. She will follow up with the Mayor, GPCOG and the County public health department.

6. Public Safety Update (Chad Johnston, Fire Chief)

Other business

- Department Make Up
 - 229 FTEs at 10 Fire Stations with 4 Engines, 4 Ladders, and 5 Medcu:
 - 17 Administrative Staff
 - 53 Field Ops per shift (4 shifts)
 - 1 at City Wide Deputy Chief
 - 5 at Munjoy, Ladder/Medcu
 - 5 at Central, Engine/Medcu
 - 8 at Bramhall, Engine/Ladder/Medcu
 - 5 at Rosemont, Ladder/Medcu
 - 3 at Riverton, Engine
 - 5 at Northgate, Ladder/Medcu
 - 3 at East Deering, Engine
 - 3 at Fireboat
 - 3 at Citywide Heavy Rescue Co.
 - 1 at Citywide Paramedic Fly Car
 - 1 at Peaks Island
 - 3 at Jetport Crash Trucks
 - 7 – Vacation/Sick Coverage
- Operations:
 - Fire Chief, Chad Johnston
 - Asst. Chief, Chris Goodall
 - Deputy Chief, John Cenate
 - Captain ARFF, William VanDeinse
 - Division Chief, Sean Donaghue
 - Captain EMS, Sheldon Gregoire
 - Deputy Chief, Kevin McGuire
 - Captain L3, Ryan Walsh
 - Captain L6, Chris Tillotson
 - Deputy Chief, Shawn Neat
 - Captain L1, John Hardy
 - Captain L4, Mark Stewart
 - Captain R1, Dale Dyer
 - Deputy Chief, Jonathan Hendricks
 - Captain E6, David Nichols

- Captain E9, Justin Bragdon
 - Captain Marine, Chris Alves
 - Deputy Chief, Vacant
 - Captain E5, Curtis Magnuson
 - Captain E11, Brad James
 - Captain E12, Scott Krum
- Staff
 - Gender
 - 14 Female: 6%
 - 218 Male: 94%
 - Education
 - 93 Highschool: 40%
 - 64 Associates: 28%
 - 70 Bachelors: 30%
 - 5 Masters: 2%
 - Primary Residence
 - 29 Portland: 13%
 - 118 Cumberland City: 54%
 - 37 York City: 17%
 - 11 Androscoggin County: 5%
 - 10 Other Maine City: 4%
 - 9 New Hampshire: 4%
 - 3 Massachusetts: 1%
 - EMS Level
 - 98 AEMT: 47%
 - 66 EMTP: 32%
 - 43 EMTB: 21%
 - Rank
 - 156 Firefighter: 70%
 - 44 Lieutenant: 20%
 - 16 Captain: 7%
 - 7 Chief Officer: 3%
 - Years of Service
 - 79 1-4: 33%
 - 32 5-9: 13%
 - 38 10-14: 16%
 - 12 15-19: 5%
 - 53 20-24: 22%
 - 15 25-29: 6%
 - 14 >30: 6%
 - Retention
 - Spike in hiring in 2020 with 29 (8 – 12 is typical).
 - Spike in resignations in 2022 with 10 attributed to Covid Stress and being understaffed; better staffing now with less overtime and advanced life skills moves that cover ambulances.

- The high forced overtime were high in 2021 and 2022 at 199 and 162 but dropped dramatically to 18 and 42 in 2023 and 2024 with 4 to date in 2025.
 - Similar trend in ALS moves with 137 and 303 in 2021 and 2022, dropping down to 98 and 67 in 2023 and 2024 with 9 to date in 2025.
 - There are multiple special teams that assist the 17 administrative staff with opportunities to get involved in special projects and roles that supports retention.
- Fires
 - 2022: 379
 - Building Fires: 44
 - Cooking Fires: 100
 - Vehicle Fires: 21
 - Dumpster/Trash Fires: 75
 - Outside Fires: 107
 - Other Fires: 32
 - 2023: 399
 - Building Fires: 33
 - Cooking Fires: 119
 - Vehicle Fires: 19
 - Dumpster/Trash Fires: 84
 - Outside Fires: 73
 - Other Fires: 71
 - 2024: 328
 - Building Fires: 40
 - Cooking Fires: 75
 - Vehicle Fires: 34
 - Dumpster/Trash Fires: 64
 - Outside Fires: 67
 - Other Fires: 48
 - Numbers are consistent over time.
- EMS Calls
 - Calls for service dropped in 2020.
 - Calls go up 3-6% every year and over time causes issues:
 - Run volume
 - We need to add an ambulance every decade.
 - An ambulance was last added in 2013.
 - Number of employees
 - Managing 5 ambulances when we need 6.
 - Using a grant to staff a 6th ambulance during peak hours.
 - Next year the grant money likely won't be available; need to identify funding for the 6th ambulance.
- Responses by District
 - Munjoy: 1,548
 - Central: 3,969
 - Bramhall: 4,189
 - Rosemont: 3,504
 - Riverton: 2,693

- Riverton volume was in line with Deering before opening the HSC. We have the capacity to meet the increased need.
 - North Deering: 1,786
 - East Deering: 1,570
 - Islands & CB: 395
 - Islands and Casco Bay are calls to the water and mostly on Peaks.
 - Out of Town: 281
 - Mutual aid with our neighbors; most communities have the bandwidth for normal days but we rely on them on high volume days.
 - Attempt to distribute workload as evenly as possible with steady year over year call volume for each company.
 - Call volume at the airport increased from 2023 to 2024 and call volume for Marine and Peaks decreased from 2023 to 2024.
- 2024 Cardiac Arrests
 - 107 Cardiac Arrests
 - 66 Resuscitation Attempts
 - 24 ROSC – Return of Spontaneous Circulation
 - 20 Survived Event
 - Innovations in response has drastically increased survivals.
- Strategic Priorities & Department Initiatives
 - Enhancing community safety and engagement;
 - Improving operational efficiency and effectiveness;
 - Strengthening Firefighter health and wellness;
 - Maintaining and modernizing equipment and infrastructure;
 - Enhancing leadership and workforce development.
- The committee thanked the Chief and Jessie Lemieux’s work on this presentation and highlighted the cardiac data and improvement in response and for ride along opportunities. The committee did not have questions.

7. Next Meeting: May 13, 2025

- Noted Agenda:
 - Built for Zero
 - Public Safety Update: PD
 - Childcare Concept Proposal

Councilor Bullett entertained a motion to adjourn. Councilor moved to adjourn, Councilor seconded; the motion passed unanimously 4-0 and the meeting adjourned at 7:14 PM.

HUB 2 - City of Portland

Nakesha Warren, Homeless Response Hub Coordinator
Email: nwarren@uwsme.org.

Hub 2 is the largest Hub in the state serving approximately 50% of people experiencing homelessness of which 90% of participants connect to homeless service resources through the City of Portland. The City of Portland's collaboration through the shelters and outreach teams have assisted in connecting 1,218 of the 2,144 participants currently connected to the system. This number does not include clients who have been exited from CES. The City of Portland and their shelter, Diversion, and Outreach Teams play an imperative role in locating and connecting participants we've lost contact with at every stage of experiencing homelessness. These teams build a rapport with clients and really work hard to advocate on their behalf in all circles. The City of Portland providers work closely with other providers and the Hub to ensure clients are represented and connected to the resources that will best help them be successful.

- Current Access Points through the C.O.P.
- Homeless Services Center (HSC) & Family Shelter
- Homeless Outreach Team
- Prevention & Diversion Team
- HOPE Project
- Portland Public Health

The City's ESHAP, HOPE Project, and RRH Programs offer navigation services also to those just entering homelessness and those who are the most vulnerable and hardest to house. The HOPE Project is not required to accept clients through the system but because of the benefit of the BfZ & CES Model they see how it is the best way to connect clients to this resource.

Previous & Current Collaborations between the City & the Hub

- Taskforce Collaboration
 - Worked to get everyone on the BNL assessed and connected to CES/BfZ.
 - Identified the need for additional outreach within the City.
- Navigator Collaboration Meeting
 - A bi-weekly meeting to assist providers who are struggling to house a client deemed difficult to house or struggling to keep them housed.

HUB 2 - City of Portland

Needs of the Hub based on data;

- Housing Stability Providers
 - Work with clients once they've moved into housing but need additional supports after programs previously enrolled in have ended, i.e. STEP, ESHAP.
- Outreach
 - The city has added 4 outreach positions which have been so helpful to the Hub and BfZ work. We still see with data that we lose contact with clients regularly.

To view data specific to Hub 2 our Statewide [Maine Homelessness Interactive Dashboard](#) on the new [Maine Homeless Planning](#). On the dashboard you can view statewide and Hub data for the following categories.

- Actively Homeless Count
 - Providers you the Monthly Inflow and Outflow
 - New entries into the system and returned from inactivity or housed
 - Number of Housing placements & exited to inactivity
- Subpopulations
 - Youth
 - Veterans
 - Families
- Hub Data Quality
 - Ensuring we have reliable quality data

City of Portland | Executive Department
Danielle P. West, *City Manager*



To: Health & Human Services and Public Safety Committee
Councilor Anna Bullett, Chair
From: Dena Libner, Assistant City Manager
Date: May 9, 2025
Re: Childcare Concept Proposal

MEETING DATE

May 13, 2025

AGENDA ITEM

Item #5 - Childcare Concept Proposal

PURPOSE

City staff are seeking Committee feedback on a concept designed to increase childcare availability and affordability for residents and employees of the City of Portland. Action is not being requested of the Committee at this time.

COMMITTEE WORK PLAN/CITY COUNCIL GOAL ALIGNMENT

The Health & Human Services and Public Safety Committee (HHS & PS Committee) included “Childcare in Portland” as a priority on its 2025 Work Plan.

BACKGROUND/ANALYSIS

In February 2025, the HHS & PS Committee hosted a panel discussion on the “State of Childcare in Portland.” Panelists discussed the significant childcare challenges experienced by families locally and nationally, as well as several of the potential policy solutions the public sector may consider.

Committee members confirmed their commitment to this issue at a subsequent meeting by expressing support for a \$200,000 amendment to the FY26 budget to expand the Portland Childcare Scholarship Collaborative, which provides scholarships to low-income families to help with the costs of childcare while they are temporarily ineligible for the State of Maine’s Child Care Affordability Program (CCAP).

At the same time, as part of an ongoing workplace culture initiative, City staff have been evaluating opportunities to improve employee recruitment and retention. Since childcare surfaced as a contributing factor to recruitment and retention challenges, an employee survey was conducted to learn more (see enclosed results summary).

In response to the Committee’s interest in this area, as well as the results of the City of Portland employee surveys, City staff have begun developing an initiative to provide daily childcare for children aged 0 to 5 in an underused City of Portland facility. While details are still being determined, the concept currently includes the following:

- The facility would be located on the Barron Center campus, in a building referred to as Barron Center II (“BC2”). This building currently includes approximately 16,000 square feet of unused, ground-floor space, and is zoned appropriately for a childcare facility (zone B-2);
- The facility would serve Portland residents, with a percentage of spaces set aside for City of Portland employees;
- The facility would be run by a private, licensed childcare provider, with a lease for the space awarded through a Request for Proposals (RFP);
- No fiscal impact is anticipated at this time.

Many operational details would be determined through the RFP process. A draft RFP is expected to be brought to the Council’s Housing & Economic Development Committee for consideration on June 17, 2025.

FISCAL IMPACT

At this time there is no anticipated fiscal impact associated with this concept.

CONCLUSION(S)

N/A

PRIOR COMMITTEE REVIEW

N/A

PREPARED BY

Dena Libner
Assistant City Manager

Greg Watson, Director
Housing & Economic Development

Anne Torregrossa, Director
Human Resources

Maggie McLoughlin, Director
Health & Human Services

Ethan Hipple, Director
Parks, Recreation & Facilities

ATTACHMENTS

Childcare Survey Results (All CoP Staff, March 2025)

Employee Childcare Survey Results

March 17 - March 31, 2025



01

Who responded (and who didn't)?

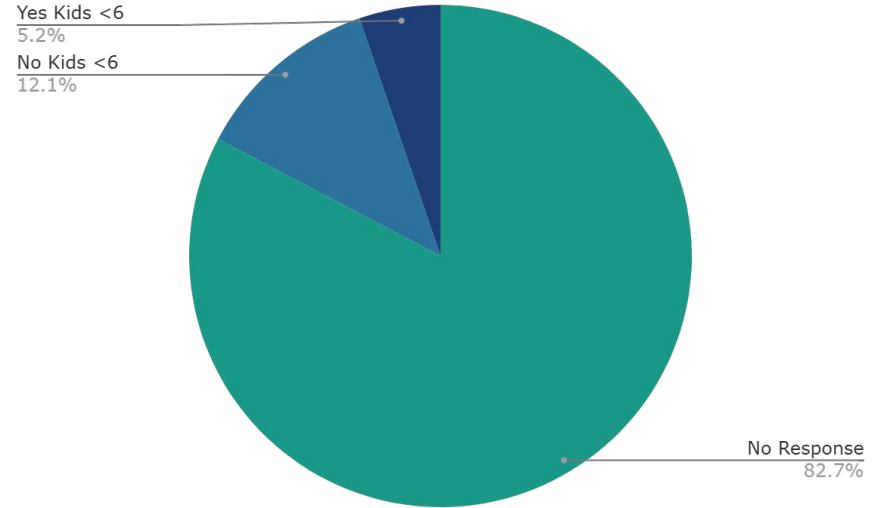
Who Responded (and Who Didn't)

The survey was sent to a list of 1,625 COP email addresses.

Of the 281 respondents, 85 had children under the age of six.

In total, the 85 respondents are responsible for 114 children in the relevant age range.

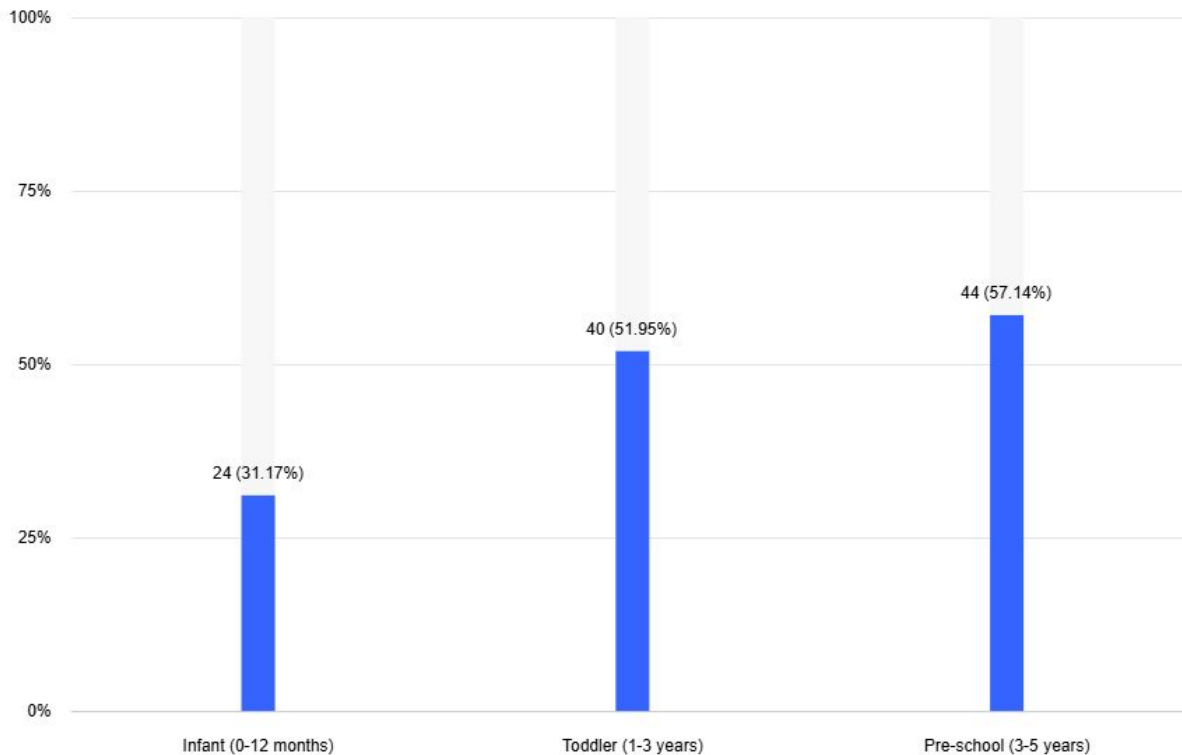
Also: all 281 respondents chose to take the survey in English.



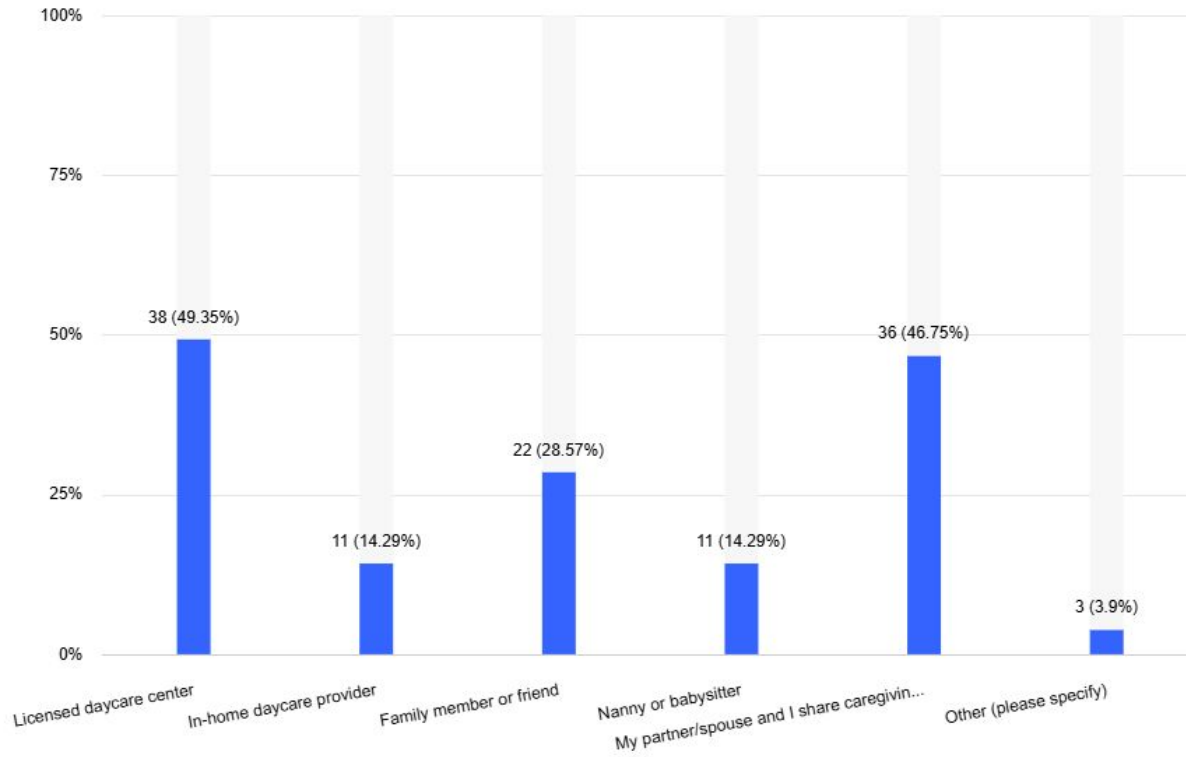
02

Results by question

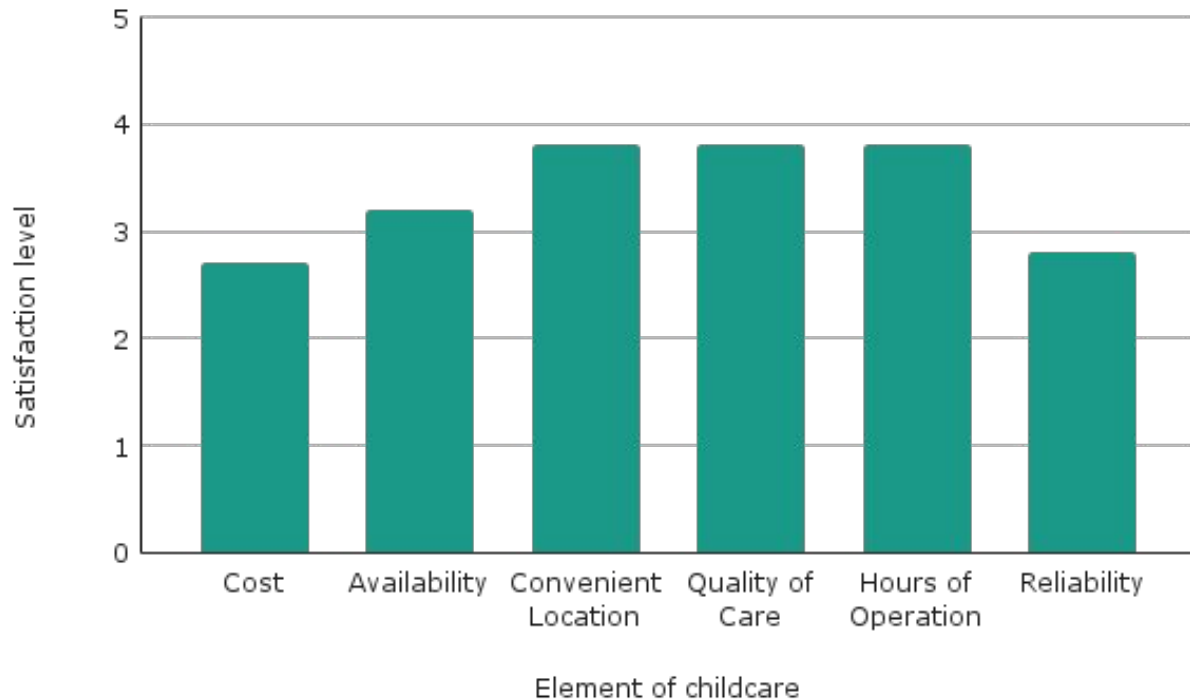
What age group(s) do your children fall into?



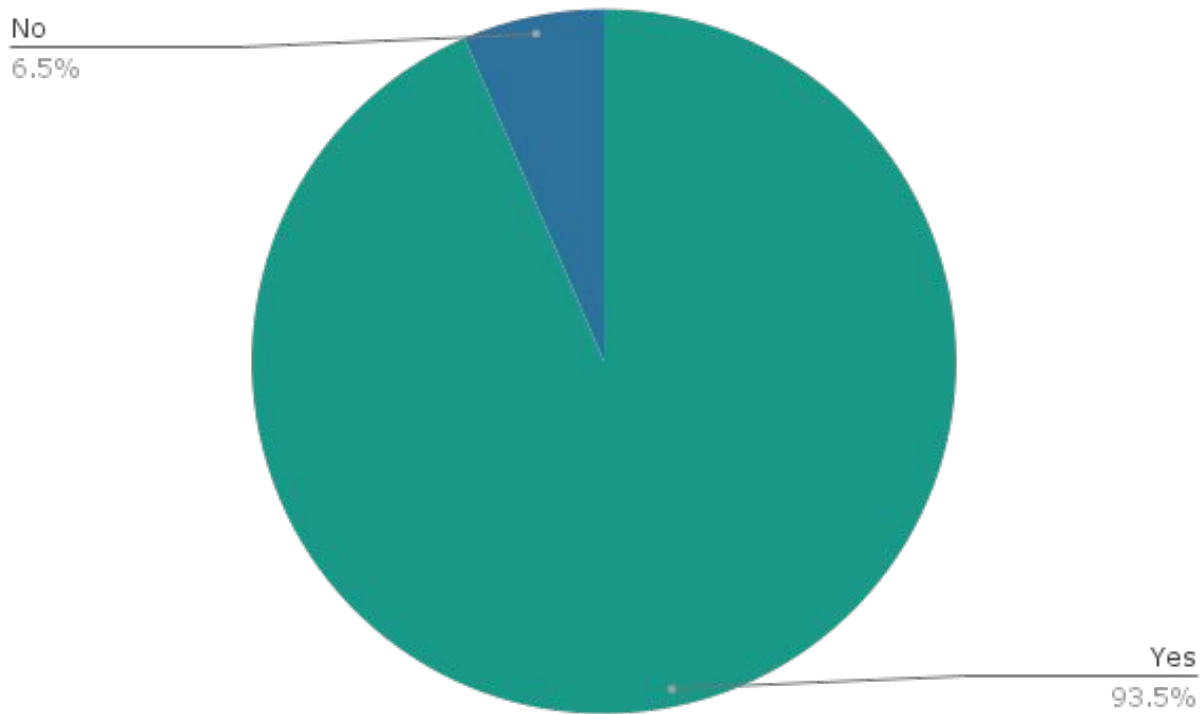
What type of childcare do you use?



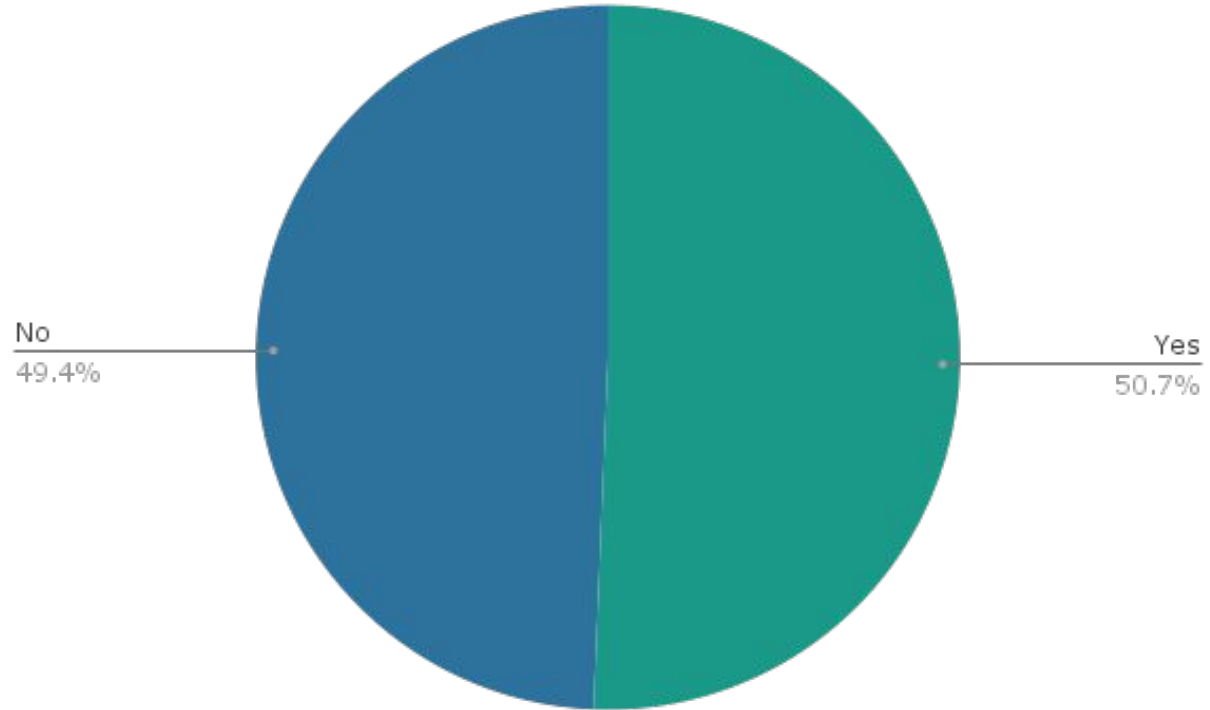
Satisfaction with childcare arrangement



While working for CoP, have you ever reduced your work hours, taken leave, or changed your schedule as a result of childcare challenges?



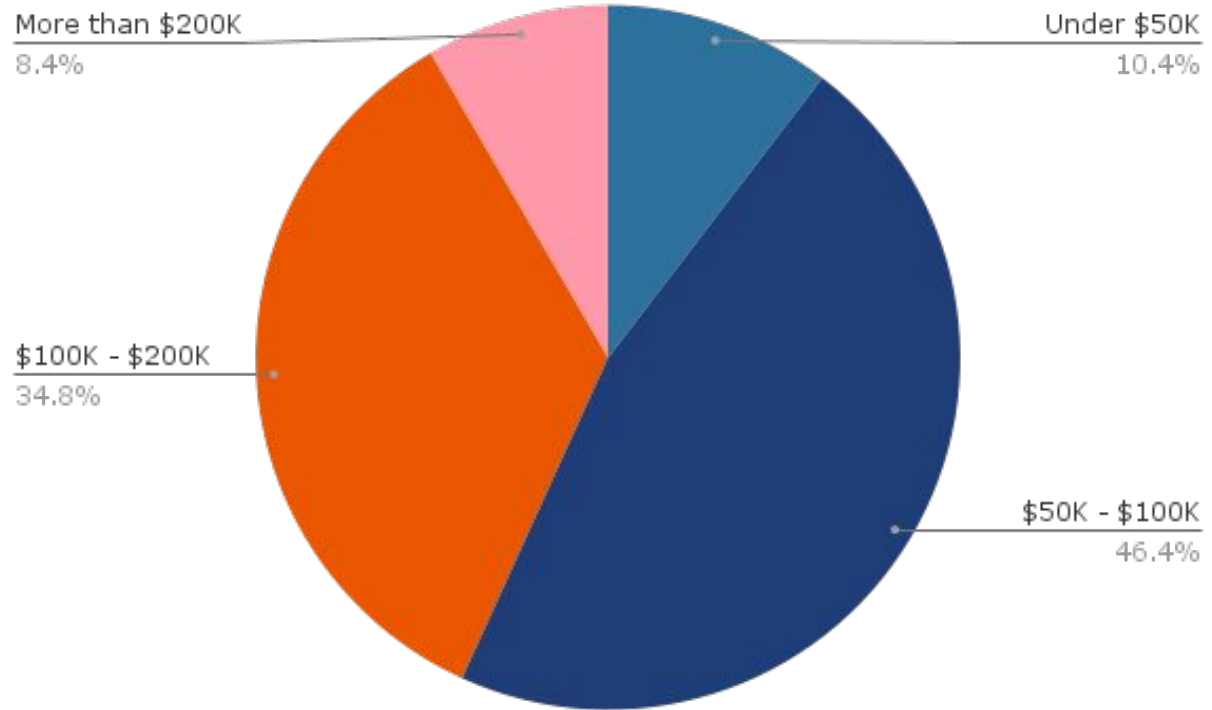
Have you ever considered resigning from your CoP position due to childcare challenges?



03

Insights based on household income levels

Estimated household income





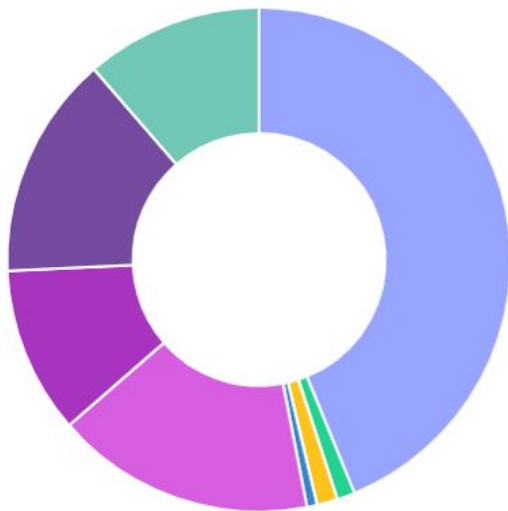
Insights based on household income (HI)

- **Type of childcare:** Respondents with higher HI tend to use licensed daycare centers; households earning under \$50,000 rely mainly on sharing caregiving responsibilities with spouses/partners.
- **Satisfaction with cost:** Respondents with HI under \$50,000 report significantly higher satisfaction compared to all other brackets. Dissatisfaction spikes sharply within the \$50,000 - \$100,000 range.
- **Satisfaction with availability:** Dissatisfaction is highest among mid- and higher-income households.
- **Satisfaction with location:** Dissatisfaction spikes among mid-income households.
- **Satisfaction with hours of operation:** Lower-income households reporting much higher satisfaction than others. Mid-income households have noticeably higher dissatisfaction rates than all other brackets.

05

Insights based on employment type

Employment type



- I am a permanent City of Portland employee (95%)
- I am an on-call or per diem City of Portland employee (2.5%)
- I am a project employee (2.86%)
- I am a seasonal employee (0%)
- I am scheduled to work at least 18.75 hours per week (but less than 30 hours per week) (1.43%)
- I am scheduled to work at least 30 hours per week (36.07%)
- My work schedule includes weekend shifts (23.21%)
- My work schedule includes shifts that begin before 8:00AM (31.07%)
- My work schedule includes shifts that end after 4:30PM (24.64%)



Insights based on employment type

- **Satisfaction with cost:** Significant dissatisfaction was identified among permanent CoP employees, as well as employees who work outside traditional business hours (“shift employees”).
- **Satisfaction with availability:** Permanent employees expressed dissatisfaction at a high rate relative to other employment types. Universal dissatisfaction was reporting among project employees.