

City of Portland

CDBG Priority Setting Task Force:

Meeting 2



Wednesday, May 6, 2026 at 8:00 AM Meeting
Location via Zoom

To submit written public comment on an agenda item, email cdbg@portlandmaine.gov. Submissions must be received by 12:00 pm the day before the CDBG Priority Setting Task Force 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.

REMOTE ACCESS INFORMATION:

The CDBG Priority Setting Task Force will conduct this meeting remotely via Zoom pursuant to the Remote Meeting Policy adopted by the CDBG Priority Setting Task Force. 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.

For public comment via Zoom, you will need to use the "raise your hand" feature. To raise your hand via the telephone, please hit *9. You will be unmuted by the host when it is time for public comment.

<https://portlandmaine-gov.zoom.us/j/84398845920?pwd=x46c5hLRwObPWWhOMlo1oayF2WymV3.1>

1. Introductions
2. Select Chair & Co-Chair
3. Review and Accept Minutes of CDBG Priority Setting Task Force meeting held April 22, 2026
 - a. April 22, 2026 Meeting Minutes
4. Review "Welcome Packet" Material and Complete Whiteboard Exercise
 - a. 2026 City Council Goals Memo
 - b. 2025 CDBG Policies
 - c. 2021 CDBG Priority Task Force Report
 - d. 2025 Roux Institute Portland Needs Assessment
 - e. 2025 ETC Institute Portland Community Survey
5. Needs, Goals, Priorities
 - a. 2022-2026 Needs Priorities Goals
6. Next Meeting: May 20, 2026
 - a. Draft Priority Impact Levels
 - b. Scoring Review

CDBG Priority Setting Task Force Minutes of Business Meeting Held April 22, 2026 at 8:00 am

A recording of the meeting is posted [here](#). These minutes provide a record of those in attendance, the general discussion taking place, and motions made. Please refer to the recording for discussion details.

In attendance:

Teale Smith
Stephanie Miller
Kyla Wigant
Colleen Cooper
Gwendolyne Tuttle-Beaudoin
Kristen Dunphey
Miyabi "Abbie" Yamamoto
Tae Chong
Belviga Mpolo
Matt Starr
Barbara Ginley
Jill Johanning
Carly Lappas
Christina Bowman

Mary Davis, Division Director, City's Housing and Community Development Division
Cameron George, Compliance Officer, City's Housing and Community Development Division

The meeting started at approximately 8:04 am.

Remote Participation Policy

Mary Davis, HCD Division Director, directed the Task Force to vote on the remote meeting policy to allow virtual meetings. The policy mandates advance notification via the Civic Plus platform, allows public attendance, and requires roll call voting.

- **Motion:** Stephanie Miller moved to adopt the remote meeting policy.
- **Second:** Teale Smith seconded the motion.
- **Vote:** Motion passed unanimously by roll call vote (14-0).

Maine Freedom of Access Act (FOAA)

The Task Force is subject to the Maine Freedom of Access Act (FOAA), and the meeting is considered a public proceeding. Members were advised that informal conversations among three or more Task Force members concerning Task Force business are considered a public meeting and must meet notification and record-keeping requirements.

Consolidated Plan and CDBG Overview

The Consolidated Plan (Con Plan) outlines how the City of Portland intends to use federal funds—including CDBG, HOME funds, and Emergency Solutions Grants —over the next five years. The Task Force's work, currently at the community engagement stage, will shape CDBG funding priorities for the cycle beginning July 1, 2027.

- **Funding:** Portland is an entitlement community that receives direct CDBG funding from HUD. Over the current five-year period, HUD allocated approximately \$9.2 million in CDBG funds. The historical annual pool is about \$1.8 million.
- **Objectives:** All CDBG projects must aim to meet one of three national objectives: benefit to low-to-moderate income (LMI) persons/households, elimination of slum and blight, or urgent need. At least 51% of a project's beneficiaries must be within the LMI limit (80% of the area median income, or \$72,000 for a single-person household).

Current Program Set-Asides and Funding Limits

The Task Force will make recommendations for funding limits and set-asides. Current allocations include:

- **20%** for Planning and Administration (funds staff in the Housing and Community Development Office).
- **33%** for Social Services (e.g., non-profit funding for unhoused services).
- **47%** for Development Projects (e.g., sidewalk improvements, ADA compliance, housing rehabilitation).

The minimum request for social services is \$10,000 with a maximum of \$150,000, while construction/development projects have a minimum of \$10,000 and a maximum of \$250,000.

Task Force Work Plan and Discussion

The Task Force plans to hold approximately 10 bi-weekly meetings, concluding at the end of August. The focus will be on reviewing the four CDBG goals, assessing needs, and deciding the priority impact level of each activity.

- **Four Current CDBG Goals:** Neighborhood Investment Infrastructure, Housing Availability, Economic Opportunity, and Addressing the Needs of the Growing Homeless or Unhoused Population.
- **Seven Current Guiding Principles:** Consistency, Measurable Community Impact, Location, Diversity and Inclusiveness, Priority of Lower Incomes, Leverage Funding, and Sustainability. These currently account for 30 of the 100 total scoring points.

Discussion on Scoring and Impact

Members initiated a discussion on strengthening the scoring framework, acknowledging the opportunity for the Task Force to revise definitions, rules, and points values.

- **Measuring Impact:** Barbara Ginley and Tae Chong questioned the current metrics, suggesting that a 12-month funding cycle makes measuring *impact* (as opposed to process measures like "number of people served") unrealistic and difficult to define.
- **Parity for Small Organizations:** Tae Chong proposed exploring policy changes to address the health of the social service ecosystem. He suggested that the CDBG fund should prioritize smaller organizations who lack the resources to apply for multiple city funding sources (such as TIF, HOME funds, or Health and Human Services grants) that larger organizations can access.
- **Application Quality:** Teale Smith, drawing on his experience as a former Allocation Committee chair, noted that applications often fail to make an adequate argument for their long-term impact on the community.

Mary Davis clarified that the Task Force will provide recommendations, which the City Council will ultimately decide whether or not to adopt for the Consolidated Plan.

Next Steps and Action Items

The next meeting is scheduled for May 6th.

- **Task Force Members:**
 - Review the Needs, Goals, and Priority Impacts table.
 - Review the welcome packet documents, particularly the 2025 CDBG policies, the Roux Institute of Portland Needs report, and the 2021 CDBG Priority Setting Task Force report.
 - Be prepared to elect a Chair and Co-Chair at the next meeting.



Portland Common Council Goals 2026 to Committee Workplans

Through the 2026 goal-setting process, the Portland City Council has identified six Common Council Goals that will guide the Council's collective work this year. These goals represent areas where councilors expressed shared commitment to advancing meaningful change. During the goal-setting workshops, councilors also identified concrete actions the Council could consider to translate these high-level goals into tangible policy work.

The attached chart demonstrates how these priority themes, specific goals, and proposed actions connect to create an integrated approach to Portland's most pressing challenges. As committees develop their detailed 2026 workplans, this framework provides a roadmap for ensuring individual committee work contributes to Council-wide progress. The specific actions identified by councilors serve as starting points for committee deliberations, with the understanding that committees may refine, prioritize, or sequence these actions based on capacity, timing, and emerging opportunities.

The 2026 Common Council Goals represent an ambitious agenda that seeks to make progress on Portland's most critical needs while building toward long-term community resilience. The connection between these goals and proposed committee actions provides a clear pathway from aspiration to implementation, ensuring that the Council's collective vision translates into meaningful policy change for Portland residents

2026 Common Council Goals Mapped to Council Committees with Potential Actions for Consideration in Committee Workplans

Theme	Description	Committee	Potential Action
Accelerate Housing Production and Strengthen Affordability Protections	Address Portland's housing challenges by encouraging the development of more homes and protecting affordability, so current and future residents can live and thrive in our community.	Housing & Economic Development Committee	Consider adjustments to inclusionary zoning ordinance to promote housing production.
			Consider policy amendments to streamline building permit application review and approval.
			Review Social Housing Task Force recommendations and consider council action on next steps.
			Consider amendment to Dusen Trust Fund ordinance to support housing assistance for residents (e.g., eviction prevention, security deposit assistance).
			Consider amendment to the rent control ordinance to strengthen enforcement.
Reduce Chronic Homelessness	Decrease the number of people experiencing chronic homelessness by advancing policy to enhance support systems and address the underlying causes that lead to housing instability in our community.	Health & Human Services & Public Safety Committee	Consider council action to support reduction in chronic homelessness by 50% (currently 120 people experiencing chronic homelessness) by end of 2026 (e.g., consideration on day shelter, adjustments to charitable food distribution license, regional and state partnerships).
			Review missions of city shelter facilities (i.e., Family Shelter, Warming Center).
			Consider amending the rate of exchange for the needle exchange program with a public health perspective.
Reduce Pedestrian and Bicyclist Fatalities	Create safer streets for all users by advancing policy to prevent traffic deaths and injuries while improving accessibility for pedestrians, cyclists, and transit users.	Sustainability & Transportation Committee	Support Vision Zero plan roll-out with council leadership.
			Express public support for Franklin Street Arterial plan and implementation.
			Consider development of Vision Zero ordinance, focused on complete streets, pedestrian safety, walkability, and community engagement.
			Develop legislative proposal for intersection camera pilot to improve safety to be introduced in the 2027 State Legislature session.
Support Affordability for All Residents Through New Revenue Policies and Targeted Tax Relief	Ease the tax burden for Portland residents by finding new ways to fund city services and providing direct tax relief to households who need it most.	Finance Committee	Consider a policy amendment to expand tax affordability programs such as Portland Senior Tax Equity Program (P-STEP).
			Consider a policy amendment to diversify city revenue streams to offset taxpayer burden (e.g., fiscal impact of cruise ships, Payment in Lieu of Taxes).
Advance the Goals of One Climate Future	Address climate change by cutting carbon emissions, expanding clean energy and energy-efficient buildings, supporting sustainable transportation, and preparing Portland for a resilient, low-carbon future.	Sustainability & Transportation Committee	Consider policy to further advance One Climate Future goals are met (e.g., environmental impacts of cruise ships, viability of solar on municipal buildings).
Strengthen Economic Vitality and Support Local Businesses	Foster a thriving local economy by increasing support for businesses and strengthening conditions that help Portland's business community grow.	Housing & Economic Development Committee	Explore ordinance regulating parking lot advertising and pricing disclosure requirements.
			Close out council action on Live Nation venue proposal.
			Consider policy to enhance public support for the arts.

**CITY OF PORTLAND MAINE
COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM POLICIES AND
PROCEDURES**

For more information, please contact:

City of Portland ~Division of Housing and Community Development
HCD Program Manager
289 Congress St
Portland, ME 04101
Phone: (207) 874-8731
Email: cdbg@portlandmaine.gov

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I. PURPOSE

The Community Development Block Program is a federally funded program that provides annual grants on a formula basis to entitled cities and counties to develop and carry out a wide range of community development activities directed towards revitalizing neighborhoods, providing suitable living, expanding economic opportunities, increasing local community facilities and services, and improving infrastructure, principally for low to moderate income persons residing in the City. The purpose of this policy is to govern the disbursement of Community Development Block Grant funds to applicants that meet the requirements for participation in a financial assistance program that meet U.S. Department of Housing and Urban Development eligibility requirements. Through these guidelines, the City of Portland seeks to provide grant funds to assist non-profit organizations and structured entities engaged in various programs. This policy sets forth the criteria used to determine and identify eligible organizations, programs, and activities for which the grant funds will be considered.

This document may be amended from time to time by the administrative staff of the Community Development Block Grant Program.

II. POLICY OBJECTIVES

The specific objective of this policy is to provide funding to city wide eligible infrastructure projects, non-profit organizations that benefit and provide opportunities for City of Portland low and moderate income residents, and administration of the Community Development Block Grant program. All programs and activities must meet federal eligibility requirements and must serve 51% or more of low and moderate income residents in the City. Federal laws, regulations and guidelines supersede City of Portland policies and procedures in an event where a conflict may arise.

The City of Portland's Community Development Block Grant federal allocation is contingent upon an annual review of performance and funding availability subject to federal budget negotiations. Related documents include the Annual Action Plan, Consolidated Plan, CDBG Task Force Report, and Citizen Participation Plan.

III. ELIGIBLE SUBRECIPIENTS

The City of Portland will extend grants to the following applicant organizations if they are:

- Registered as a non-profit organization and currently exempt from federal taxation under Section 501(c)(3) of the Internal Revenue Code, and in good standing with the IRS, State of Maine, and the City of Portland.
- Organizations providing services to City of Portland residents
- City of Portland Maine Departments

IV. INELIGIBLE SUBRECIPIENTS

The City of Portland will not extend grants to the following applicant organizations:

- For-profit businesses or organizations not currently exempt from federal taxation under Section 501(c)(3) of the Internal Revenue Code (*some exceptions apply*);
- Public and private schools/districts;
- Political campaigns, or attempts to influence public office;
- Organizations that unlawfully discriminate as to race, religion, income, gender, disability, or national origin;
- Projects or programs aimed at promoting the teachings of a particular church or religious denomination, or construction projects of churches or other religious institutions;
- Foundations affiliated with a for-profit entity;
- Individuals;
- Sponsor teams, special events or fundraising activities.

V. ELIGIBLE PROJECTS

Eligible projects must meet federal eligibility requirements and should meet a Consolidated Plan Priority. The City has an obligation to address all the priorities set forth in the consolidated plan period. The City reserves the right to fund activities as necessary in order to meet this objective.

- **Federal Eligibility:** The following guidelines are used to determine preliminary eligibility status:
 - **Eligible Public Service Activity (if providing a service):**
 - New Activity
 - Quantifiable increase in the level of service provided by the Activity
 - Activity which has experienced a loss of funding
 - **National Objective (must meet one of the following):**
 - Activity serves an area defined by the Census as low and moderate income (refer to map of eligible areas found on website.)
 - Activity benefits residents HUD presumes are low and moderate income: abused children, victims of domestic violence, elderly, severely disabled, homeless, illiterate adults, persons living with AIDS, and migrant farm workers.
 - Activity must collect income documentation for each client

which documents their household (or the individual) as a low and moderate income as defined by HUD. Eligible programs must serve clients who are at least 51% low or moderate income.

- Activity must create at least one full time job at either 34 hrs/week or part-time 17 hrs/week.

- **Aid in the Prevention and Elimination of Slum or Blight**

- The property must exhibit physical signs of blight or decay that are detrimental to public health, safety, or welfare. Blight or decay must be documented and submitted as part of the application.
- The project must address one or more of the conditions which contributed to the deterioration of the property, included in the description or scope of work.
- The project must be designed to eliminate specific conditions of blight or physical decay, such as acquisition, clearance, relocation, historic preservation or rehabilitation. Rehabilitation is limited to the extent necessary to eliminate a specific condition detrimental to public health and safety.

- **Federal Priorities:** The following activities are eligible in CDBG under CFR 570.200-570.210

- | | |
|--------------------------------------|---|
| • Acquisition of Real Property | • Microenterprise Assistance |
| • Disposition | • Homeownership Assistance |
| • Public Facilities and Improvements | • Program Administration Costs |
| • Clearance | • Technical Assistance |
| • Public Services | • Housing Services |
| • Interim Assistance | • Special Economic Development Activities |
| • Relocation | |
| • Loss of Rental Income | |
| • Privately-Owned Utilities | |
| • Rehabilitation | |

- **Local Priorities:** The following are needs and goals identified in the Consolidated Plan (found on the City website). Applications which fall under High Priority Examples will be favored:

1. **Neighborhood Investment & Infrastructure:** Create strong, safe, accessible, and vibrant neighborhoods

CDBG projects will invest in infrastructure to improve neighborhood assets and build strong, safe, accessible and vibrant neighborhoods; Improve accessibility and livability through age-friendly designs and ADA compliance; Build sidewalks and trails to improve connectivity, increase the use of bicycles as a mode of transportation, and redevelop streetscapes to create shared streets for cars, bikes, and pedestrians that integrate with the fabric of the neighborhood; Support programs that increase safety in neighborhoods for residents and visitors

High Priority Examples

- Accessibility/ADA compliance
- Alternative modes of transportation
- Community policing
- Park and Recreation Facilities
- Public infrastructure in targeted neighborhoods

Other Examples

- Community centers and engagement programs
- Disability Services
- Non-profit rehab
- Public infrastructure outside of targeted neighborhood
- Senior Services
- Tree planting

2. **Housing Availability:** Increase housing availability & affordability

Increase housing availability and affordability to all Portland residents regardless of income, race, ethnicity, and family size. Encourage housing development by removing barriers to traditional urban housing types while ensuring the inclusion of workforce and age-friendly housing in significant development projects. Note that material and labor costs for new construction is not an eligible use.

High Priority Examples

- Adaptive reuse for housing
- Housing Retention
- Housing Start up Assistance
- Rehabilitation of existing housing

Other Examples

- Environmental testing and remediation
- Energy efficiency/ weatherization
- Fair housing activities
- Heating and fuel assistance
- Legal services
- Tenant/landlord counseling services

3. **Economic Opportunity:** Create economic opportunities to transition

people out of poverty

Invest in Portland businesses to enable them to expand to create jobs. Invest in persons wanting to create microenterprises. Engage job seekers in a continuum of services to increase their professional capacity, financial stability, and ability to maintain employment. Focus on difficult to employ populations including homeless, new Americans and single parent head of households. Combine resources and build partnerships between public and private entities to provide opportunities to transition Portland residents out of poverty to sustainable employment and financial stability.

High Priority Examples

- Career advancement services
- Education
- Job training
- GED attainment
- ESL
- Job Creation
- Job retention support services
- Childcare vouchers
- Housing counseling
- Transportation assistance
- Microenterprise Assistance

4. Address the Needs for Growing Homeless Population: Prevent and Reduce Homelessness

Prevent individuals and families from becoming homeless and entering into the shelter system. Rapidly rehouse those who enter the shelter system. Provide necessary resources to assist vulnerable population's transition out of homelessness, including housing opportunities for chronically homeless or long-term stayers at homeless shelters.

High Priority Examples

- Behavioral Health Services
- Emergency services to prevent homelessness
- Food Assistance
- Housing and Housing Services for long term shelter consumers
- Housing Startup Services

Other Examples

- At risk youth services

- Shelter services

VI. INELIGIBLE PROJECTS

The following activities are specifically identified by HUD as activities that are not eligible for CDBG funding. See 24 CFR 570.207 for a full list of activities not eligible for CDBG funds. These include:

- Political or religious activities.
- Lobbying activities
- Acquisition, construction, reconstruction, or use of buildings or portions thereof used for the general conduct of government.
- General government expenses.
- Purchase of equipment, furnishings, or fixtures, motor vehicles, and other personal property.
- Direct income payments beyond more than three (3) consecutive months to individuals for items such as food, clothing, and rent.
- Operating and maintenance expenses unless associated with providing a public service
- Construction of new housing, unless as a special activity by a qualified Community Based Development Organization per 24 CFR 570.504(a).
- Treatment works for liquid industrial wastes or sewage.
- Supplanting or substituting expenses currently paid for by other sources.

VII. APPLICATION SUBMISSION

Basic requirements for a CDBG entitlement jurisdiction are set forth in CDBG Program **Regulations 24 CFR 570**. Federal requirements allow leeway for how a local CDBG program shall be managed. Local community needs, resources, priorities and procedures for managing the CDBG program are reviewed by the CDBG Priority Task Force and approved by the Portland City Council. Every 5 years the City Council approves a 5-year Consolidated Plan that outlines the City's Needs, Goals, and Priorities for the upcoming 5-year period. In addition, each year the City Council approves the current year's Action Plan which includes objectives and outcomes identified in the plan, an evaluation of past performance, and activities to be undertaken in the next year. Although both the Consolidated Plan and the Action Plan describe the performance standards and procedures City staff will use to evaluate and monitor activities and ensure compliance with HUD requirements, it is necessary to outline and document all programmatic policies and procedures.

Prior year examples community Development Block Grant Application is located on the City of Portland's website and must be completed and submitted by the deadline. The program has two applications: Social Service and Development Activities.

Social Service Applications should be submitted when an applicant is applying for

funds to administer a program providing services to at least a portion of low income individuals.

Development Activity Applications should be submitted when an applicant is applying for funds to complete a rehabilitation on real property, complete infrastructure improvements, or administer an economic development program.

Application Submission Requirements:

One (1) application must be submitted per program; organizations may submit more than one (1) application for separate and distinct programs.

Application submissions must be signed by an authorized official or include a signed statement from the authorized official attached to the application;

VIII. SCORING CRITERIA

Applications will be reviewed by staff to establish eligibility with the federal eligibility criteria outlined in the above sections. If staff determines an application to be ineligible, the applicant will be notified and the CDBG Allocation Committee will be made aware. Staff will review all eligible applications and provide comments on the organization's capacity to deliver proposed services.

All eligible applications will be evaluated by the CDBG Allocation Committee (see Rules and Regulations on City of Portland website), who will generate scores and award recommendations, which in collaboration with the City Manager will then be presented to the City Council, for final review and approval.

Funding recommendations will be determined by utilizing the following guiding criteria:

- **Consistent.** All projects and programs will be reviewed with respect to the Consolidated Plan and other HUD requirements; City goals, priority impact levels, and other CDBG or HOME investments. Proposals should be coordinated with relevant City Departments where appropriate and align with City initiatives.
- **Measurable Community Impact.** Programs and projects will be evaluated based on how well they create a significant and measurable community impact.
- **Diversity and Inclusiveness.** Programs and projects shall address the community's diversity and create a culture of belonging.
- **Priority to Lower Incomes.** Priority will be given to projects and programs that serve the lowest income persons.
- **Leveraged Funding.** CDBG cannot be the only source of funding for a program or project; leveraging other funds is essential.
- **Location.*** Project benefits the targeted LMI area or neighborhood and considers other nearby improvements.

- **Sustainability.*** Project demonstrates benefit to the environment through energy efficiency or similar considerations, as well as demonstrates economically sustainable practices.
- **Letters of Support and MOUs** Demonstration of support from peer organizations and clients.

**Does not apply to social service applications.*

The CDBG Allocation Committee will score each application based on the criteria above. Each Committee member will rate how the application addresses each scoring category using one of the following: Absent, Very Poor, Poor, Fair, Good, Outstanding. There will be corresponding point values for each rating which will total a maximum of 100 points.

SCORING CATEGORY	POSSIBLE POINTS
Goal, Priority Impact Level & Community Need	30 points total
Goal – Applicant demonstrates consistency with Consolidated Plan, city goals, priority impact initiatives, and other CDBG/HOME investments.	15
Priority Impact Level	5
Community Need – Applicant demonstrates sufficient community need through reference of plans, reports, data, or past experience.	10
Guiding Principles	30 points total
Measurable Community Impact – Applicant demonstrates a significant and measurable community impact.	10*/5
Diversity & Inclusiveness – Project addresses the community’s diversity and creates a culture of belonging.	10/5
Priority to Lower Incomes – Priority should be given to projects that serve the lowest income persons.	10/5
Location - Project benefits the targeted LMI area or neighborhood and considers other nearby improvements.	5
Sustainability - Project demonstrates benefit to the environment through energy efficiency or similar considerations, as well as demonstrates economically sustainable practices.	5
Capacity to deliver	25 points total
Financial Need – Applicant demonstrates how CDBG funds are necessary to the program. If Applicant is requesting an increase in funding from the previous year, they sufficiently demonstrate a need and expansion of service.	5
Leveraged Funds – Project demonstrates other sources of funding in addition to the CDBG request.	5
Experience Providing Service – Applicant demonstrates sufficient experience in delivering and managing this or similar projects.	5
Readiness to Proceed – Applicant demonstrates sufficient staff and organizational capacity to implement project promptly.	5

SCORING CATEGORY	POSSIBLE POINTS
Financial Stability – Applicant demonstrated sufficient nonprofit status (if applicable), agency operating budget, and recent audit (if applicable).	5
Partnership/Collaboration: a single overall score for the following: • Memorandum of Agreement (MOA) • Letter of Support (LOS) • Demonstrated Outreach	15 points total

PENALTY	POINTS DEDUCTED
Missing Section/s	1 point deducted per item
Failing to follow Submission Guidelines	0.25 point deducted per instance
Errors (e.g. in budget calculation)	0.25 points deducted per instance

Appeals Process: An applicant may appeal only the score that it receives. The appeal must be based on a factual error that was made and that, if corrected, would result in a grant award or a higher award. The appeal must be filed in writing within 10 calendar days of the date upon which the Allocation Committee publishes the scores.

The appeal shall be filed to:

Office of the City Manager, Portland City Hall, 389 Congress Street, Portland, ME

The appeal shall identify the specific factual error or errors that are alleged and be accompanied by documentation that supports the allegation. If the City Manager or his/her designee determines that, if granted, the appeal would result in a change to the appellant's application score sufficient to result in a grant award or a higher grant award, the City Manager or his/her designee ("Hearing Officer") shall schedule the matter for a hearing. The hearing must be held within five days of the date upon which the appeals period ends. The Hearing Officer shall issue a written decision within three days after the completion of the hearing. The date of the hearing and the date by which the written decision must issue may be extended by agreement between the appellant and the City.

If an appeal is granted, the Hearing Officer's decision shall state the additional points awarded to the applicant and be transmitted to the Allocation Committee within 3 days after the completion of the hearing with instructions to make the appropriate adjustments in the CDBG allocations that result from the scoring change.

The Allocation Committee shall not be required to meet to make any final adjustments to its allocation grant awards recommendations until all appeals have been decided.

Reservation of Rights: The City of Portland reserves the right, at its sole discretion, to award all, a portion, or none of the available CDBG funding for this fiscal year, and may reject any and all proposals based on the quality and/or merits of the proposals, or when it is determined to be in the public interest to do so. Furthermore, the City may extend deadlines and timeframes, as needed.

City of Portland reserves the right to substantiate any applicant's qualifications, financial information, capability to perform, availability, past CDBG performance, and to verify that the applicant is current in its financial obligations to the City.

The City of Portland reserves the right to waive any informalities in proposals, to accept any proposal or portion thereof, and, to reject any and all proposals, should it be in the best interest of the City to do so.

IX. FUNDING LIMITS AND SET ASIDE

New Applicant Set-Aside of up to 20% of the previous year allocation within the respective funding category, for applications that score 75 points or higher in Social Services

Public Infrastructure Set-Aside of up to 60% of the cumulative Development Activity funding available to City programs

Minimum Grant Request: \$10,000 for Social Services and Development Activities

Maximum Grant Request: \$150,000 for Social Services; no more than 30% of the previous year's allocation amount or \$250,000, whichever is less for Development Activities; Public Infrastructure projects are exempt from the maximum grant cap.

Maximum Cumulative City Request: 45% of funding available for Social Services and 85% of funding available for Development Activities can go to City programs

X. TIMELINE

The Community Development Block Grant program period is from July 1 through June 30. The regular term for Social Service grants is one (1) year; for Development Activities it is two (2) years.

Recipients must sign the CDBG Subrecipient Agreement no later than July 1 or the award may be forfeited and the funds returned to the CDBG program for reallocation.

XI. ELIGIBLE GRANT EXPENSES

Eligible grant expenses should be specifically identified in the application budget and

should be easily and accurately demonstrated in the operation and activities of the program and/or project. Grant requests should be limited to those expenses that relate solely to the operation of the program during the Grant period. **Funds will be provided for eligible expenditures on a reimbursement basis only.**

No costs can be incurred or obligated from CDBG funding until a release of funds is received from HUD by the City of Portland and a contract between the City of Portland and the recipient is executed. Environmental Review and historic preservation at the State and local level are required before construction jobs can begin.

The following categories are eligible grant expenses for both Social Service and Development Activities:

- **Personnel Costs:** The Grant will award salary expenses directly associated with the program, unless otherwise specified in the contract agreement.
 - Salaries: Salaries charged to the program should be based on actual hours spent on the funded program multiplied by the employee's hourly billing rate.
 - Timesheets: Detailed and accurate time records for all employees paid under the contract must be kept by the organization and available upon request by the City. Acceptable time records must show the total hours worked. Payroll documentation must be completed in accordance with the organization's accepted practice and be approved by a responsible official(s). Other detailed information may be required based on funding source requirements.
 - Exception: Subrecipients cannot supplement personnel costs for staff if those costs are already allocated out of the existing City budget.
- **Contractual/Consulting Services:** The Grant will award costs for organizations and individuals external to the organization that have entered into a written agreement with the organization to provide any services outlined in or associated with the agreement, and whose services are to be funded under the program budget within a program year.
 - All consultant arrangements must be competitively procured in accordance with the Section XIII if the service is a result of the CDBG award. The organization shall not enter into an agreement with the external organizations without first consulting the City. The City must approve the written agreement prior to the commitment of funds.
- **Insurance:** The Grant will award costs for reasonable insurance payments.
- **Travel:** The Grant will award costs for travel plans, however, all plans must be approved as part of the organization budget submission to the City. Any travel plans in excess of the original budget that require a budget modification require preapproval.

- Mileage will be reimbursed in accordance with the organization's standard rate, not to exceed the IRS rate in effect at the time of travel. Mileage reimbursement excludes normal round trip to and from work.
- Meals unrelated to the funded program shall not be reimbursable, (i.e. organization parties, executive meals and meals at meetings). Charges for alcohol are not reimbursable and gratuities shall not exceed 20% of the total bill.
- **Equipment:** The purchase of equipment is generally ineligible; leasing or renting equipment is preferred. Equipment is defined as tangible property costing more than \$500 and having a useful life of more than one (1) year. All purchases of equipment require City pre-approval. The request should include the cost of the item, where it will be purchased, a detailed explanation of why it should be bought rather than leased or rented, and where the funds for the purchases will come from. If City CDBG funds will be paying only a portion, list all other funding sources and the respective amounts. The Grant may award costs for equipment if the predominant use (50% or more) is directly associated with the City funded program. Individual purchases valued over \$500.00 must be identified in the budget, and must be competitively procured in accordance with Section XIII. Organizations must maintain an inventory of equipment purchased with Grant funds. The inventory will be reviewed during monitoring and will include a review of the item's make/model, serial number, location, and condition. Prior to disposal of an asset, the city, at its discretion, will determine if the item must be returned or will approve the entity's plan for disposition.
- **Supplies:** The award can be used for items which cost less than \$500 and which have a useful life of less than one (1) year.
- **Construction Materials and Labor:** The award can be used for materials and labor costs associated with a Development Activity. All materials and labor must adhere to the procurement procedures in Section XIII. Please review the Crosscutting Federal Requirements as Davis Bacon Wage Rates, Section 3, Build America Buy America, Lead Paint Hazard, etc may apply. Please also review the Section XVII for security interest requirements. Staff will determine if a 10% retainage will be included in any approved construction budget.
- **Vehicles:** If vehicles are rented, the costs must be listed under Vehicle Rental in the initial submitted program budget.
- **Office Costs:** The award can be used to cover office costs which includes utilities, rent, mortgage payments, and communication/other necessary services at the location or offices associated with the program.
- **Indirect Costs:** Indirect costs are the expenses of doing business including administrative expenses and overhead necessary for the general operation of

the program.

- The Grant will allow indirect costs of up to 15% of the total direct costs, unless otherwise specified in a federally negotiated indirect rate, proof of which must be submitted at the time of application.
- Indirect costs will be funded based on the direct costs submitted for reimbursement.
- **Income Payments:** These expenses should be reviewed by staff to ensure eligibility, but may include rent, bus passes, food, utilities, childcare, clothing, hygiene kits and other costs paid on behalf of clients. To be eligible the direct support cannot exceed a period of three (3) consecutive months and must be made directly to the provider of such items or services on behalf of the individual. Emergency grant payments are able to be used for arrearages so long as the payments from the grant are made within the first month of assistance and continue through the applicable consecutive period.
- **Sales Tax:** Sales tax incurred by a tax exempt organization is generally an ineligible expense, except:
 - When exempt status is not recognized out of state, or
 - Reimbursement claims by the employees or through direct client supportive services, which must include an itemized receipt and be part of their official duties during program operation.
- **Other Expenses Directly Related to the Program:** Additional eligible expenses must be solely related to the services to be provided, but are not specifically included in the previous categories. These items may include: participant travel, staff training, security costs, occupancy, licensing fees, printing, shipping, delivery and messenger services, material development costs, advertising costs for recruitment, books, journals, periodicals, audio-visual services, facility rental, and program refreshments. Additional criteria or clarification for some of these categories are listed below:
 - Participant travel: Explain the purpose of travel, number of participants, estimated miles, and frequency (ex. per day, per week).
 - Printing Services: Audio-visual and print production costs, reprint permissions, reproduction, and photocopying costs. All organizations must make reasonable efforts to secure the lowest responsible bidder for printing services.

XII. PROGRAM INCOME

Program income is defined as any funds accruing to a subrecipient as a result of using CDBG resources as defined under 24 CFR 570.000(a). Examples include interest payment on loans provided with CDBG funds, rental fees from the use of a community facility, sale proceeds from purchased equipment or property, and fees charged for services funded by program resources. Subrecipients are required to keep records of

the sources of program income in addition to reporting unanticipated program income separately from grant funds on a quarterly basis. Program income may be used to support the operation of a CDBG- assisted activity, however, this must be preapproved through the City. Program income not used to continue or benefit the original CDBG activity shall be returned to the program. The receipt and use of all program income must be documented and reported annually to the City.

The sole source for CDBG program income has been from the repayment of rehabilitation loans made to homeowners; repayment happens when the owner refinances the mortgage on the home or when the home is sold. The City reports CDBG program income at draw- downs of CDBG funds and applies program income to expenditures prior to requesting new funds.

XIII. CROSSCUTTING FEDERAL REQUIREMENTS

The Community Development Black Grant Program is subject to a number of crosscutting requirements which are identified in the City of Portland's Crosscutting Policies and Procedures. However, applicants of the Grant shall be aware that the following may be applicable:

- Environmental Review per 24 CFR Part 58.
 - Note: The HUD environmental review process must be completed before CDBG agreements are signed, and before the purchase of any land or buildings, or start of any work on a proposed project, even with non-HUD funds. Specifically, no party involved with the project may commit funds to the project, including incurring project costs, until the City completes the appropriate environmental review and public notification process, and if applicable, HUD approves a certification of compliance with environmental laws and request for release of funds from environmental conditions.
- Davis Bacon and Related Acts
- Section 3 of the Housing and Urban Development Act of 1968
- Uniform Displacement Act

XIV. ACCOMPLISHMENT REPORTING AND DRAW REQUEST REQUIREMENTS

When subrecipients incur costs for projects or programs, the amount due is to be paid in full and then the subrecipient may request reimbursement from the City. Incurred costs must be included in the approved budget and must be allowable under 2 CFR 200 subpart E.

All draw requests must be made quarterly and submitted with the quarterly accomplishment report. Appropriate backup documentation is required for all expenses.

The quarterly accomplishment reports must include a brief narrative of progress towards the goals, the number of clients served – along with their demographic and income information – and the number of units of service.

The program goal for clients served and the goal for units of service will be defined in the Subrecipient Agreement. The units of service are used for Social Service subrecipients to track the progress made towards the program or project objectives. Subrecipients are expected to submit draw requests which are generally proportional to the progress made towards their unit of service goal, and evenly distributed across the year-long term of the grant.

The Social Service subrecipients will be expected to meet the following benchmarks throughout the grant term:

1. In order to submit reimbursement requests for 50% of the award amount (usually around the end of Quarter 2), the total units of service must be more than 40% of the unit of service goal. If this is not met, the subrecipient must submit a letter to staff outlining the challenges in meeting the goal.
2. In order to submit reimbursement requests for 75% of the award amount (usually around the end of Quarter 3), the total units of service must be more than 65% of the unit of service goal. If this is not met, the subrecipient must submit a letter to staff outlining the challenges in the goal.
3. In order to submit reimbursement requests for 100% of the award amount (usually around the end of Quarter 4), the total units of service must be more than 90% of the unit of service goal. If the subrecipient cannot meet this threshold, they must submit a letter to staff prior to submitting their last reimbursement request outlining the challenges faced. Staff will determine appropriate final reimbursement.

If at any time during the grant term, a subrecipient believes that their unit of service or client goal cannot be met by the end of the term, they can submit a request to amend the Subrecipient Agreement to reduce the proposed goals. Inability to meet benchmarks may be noted on your performance record submitted to the CDBG Allocation Committee.

XV. PROCUREMENT

When a grantee or subrecipient elects to hire a contractor, consultant, or make certain purchases, these goods and services must be procured competitively. This section highlights the procurement rules for certain thresholds. In general, efforts must be taken to assure that small, minority, women, disabled persons, veteran-owned businesses are used when possible.

- **\$25,000 or More:** Any expenditure of \$25,000 or more must be procured by a formal competitive process, including an open-end bidding process. The formal competitive process requires a Bid or Request of Proposals (RFP) which

includes scope of work documents, federal contract documents, and other items. The bid due date must be no less than two weeks after the advertisement is placed. A qualified bidder will be selected by predetermined criteria identified in the bid following the close of the bid. Contracts must include all documents provided in the bid documents.

The open-ended bidding process can be used for subrecipients who need recurring services or goods. This allows for a bid that identifies the unit costs of a good or service that the subrecipient can request on demand without having to go out to bid. This procurement process will be honored for two consecutive years.

- **\$1,000 to \$24,999:** Services, including construction services, in this threshold must follow the above process of bids, but does not have to be formally advertised. Instead, the scope of work and federal requirements must be shared with interested bidders who can submit bids. A bid walk through is also recommended to ensure that all bidders can understand the complete scope of the project. A qualified bidder will be selected by predetermined criteria identified in the bid documents following the bid due date.

Goods in the above threshold do not need to be formally bid. Subrecipients must obtain a minimum of three (3) written quotes. A qualified quote can be selected by reasonable criteria.

Note: It is the City's preference that all construction projects be competitively bid out through an RFP. However, due to the current challenges of securing construction services, this is suggestion and not a requirement.

- **Less than \$1,000:** For goods and services less than \$1,000 the subrecipient can purchase with the written permission from the HCD Program Manager.

The selection of goods or services for any threshold should be made to the lowest responsive and responsible source. The subrecipient should identify written criteria ahead of time which defines a responsible source.

For construction or facility improvement contracts or subcontracts exceeding the simplified acquisition threshold (currently \$250,000), the awarding agency may accept the bonding policy and requirements of the grantee or subgrantee provided the awarding agency has made a determination that the awarding agency's interest is adequately protected. If such a determination has not been made, the minimum requirements shall be as follows:

- A bid guarantee from each bidder equivalent to five percent of the bid price. The "bid guarantee" shall consist of a firm commitment such as a bid bond, certified check, or other negotiable instrument accompanying a bid as assurance that the bidder will, upon acceptance of his bid, execute such contractual documents as may be required within the time specified.
- A performance bond on the part of the contractor for 100 percent of the

contract price. A "performance bond" is one executed in connection with a contract to secure fulfillment of all the contractor's obligations under such contract.

- A payment bond on the part of the contractor for 100 percent of the contract price. A "payment bond" is one executed in connection with a contract to assure payment as required by law of all persons supplying labor and material in the execution of the work provided for in the contract.

XVI. INSURANCE

Each subrecipient will be required to obtain and maintain adequate insurance in order to receive funding from the City of Portland. Insurance requirements include:

- Public liability insurance in the amount of \$400,000 with the City of Portland listed as an additional insured
- Worker's compensation insurance
- Employment compensation insurance

The Subrecipient will obtain and maintain at all times during the term of this Contract a fidelity bond covering its employees handling funds hereunder in an amount no less than the amount of funds granted hereunder, or such lesser amount as the City may approve. In lieu of a fidelity bond, the Subrecipient may provide crime insurance coverage, which includes a "Client's Property" clause. Subrecipient shall provide the City with a certificate of insurance showing the City as Joint Loss Payee. Subrecipient agrees that in the event that a claim is made under such coverage on behalf of the City, Subrecipient will be solely responsible for any deductible amount in order to ensure that the City is reimbursed the full amount of any loss covered by such coverage up to its limit of liability.

XVII. SECURITY INTEREST ON REAL PROPERTY

When real property is improved using federal dollars over a certain amount, the City requires a mortgage be placed on the property to ensure federal requirements of the project are met. At the time of the commitment of funds, the City will provide the mortgage and promissory note to the applicant in accordance with the policy below:

- **Improvements to Real Property of a Business Owner:** If the expenditure of CDBG funds resulted in the creation of jobs, the jobs must be created and maintained for the specified time frame below, or the recipient may be required to repay the City a portion of the funds. A term of five (5) years will be enforced if CDBG funds are less than twenty five thousand dollars (\$25,000). A term of ten (10) years will be enforced for CDBG funds greater than twenty five thousand dollars (\$25,000).

- **Equipment Purchase by any Subrecipient:** The purchase of equipment over \$10,000 may require a UCC-1 which includes a commitment that said equipment will be used for the CDBG-funded program or project for the length of its useful life, unless otherwise approved by City staff.
- **Improvement to Real Property of a Nonprofit Organization:** The building must continue to operate in a manner that serves primarily low income persons for the specified time frame below, or the recipient may be required to repay the City a portion of the grant/loan amount on a declining basis per year. A term of five (5) years will be enforced if CDBG funds are less than twenty five thousand dollars (\$25,000). A term of ten (10) years will be enforced for CDBG funds greater than twenty five thousand dollars (\$25,000).
- **Single Family Rehabilitation:** Property owner(s) must be income eligible and use the property as their primary residence for the time frame specified or the homeowner may be required to repay the City a portion of the grant/loan amount on a declining basis per year. A term of ten (10) years will be enforced for CDBG funds greater than twenty five thousand dollars (\$25,000).
- **Multi-Family Rehabilitation:** The property manager must rent 51% of the units to income eligible renters for the time frame specified or the property owner may be required to repay the City a portion of the grant/loan amount. Terms are dependent on the investment per unit: at fifteen thousand dollars (\$15,000) per unit a term of five (5) years is required; at twelve thousand dollars (\$12,000) per unit a term of four (4) years is required; at nine thousand dollar (\$9,000) per unit a term of three (3) years is required. These terms will apply to CDBG payments made for relocation costs or utility improvements for multi-family, in addition to construction costs.

XVIII. RECORDKEEPING REQUIREMENTS

The Subrecipient shall maintain all records required by the Federal regulations specified in 24 CFR 570.506 that are pertinent to the activities to be funded.

Except as otherwise authorized by the City, such records shall be maintained for a period of even (7) years from the date of submission by the City of the annual performance and evaluation report in which the specific activity is reported on for the final time. Notwithstanding the above, if there is litigation, claims, audits, negotiations, or other actions that involve any of the records cited and that have started before the expiration of the six-year period, then such records must be retained until completion of the actions and resolutions of all issues, or the expiration of the six-year period, whichever occurs later.

The City reserves the right to evaluate the Subrecipient's accounting, reporting and internal control systems, and to require changes when in the sole opinion of the City, deficiencies exist. Failure on the part of the Subrecipient to implement required changes may result in the holdback of Grant funds.

All costs shall be supported by properly executed payrolls, time records, invoices, contracts or vouchers, or other official documentation evidencing in proper detail the nature and propriety of the charges. All checks, payrolls, invoices, contracts, vouchers, orders, or other accounting documents pertaining in whole or in part to this Contract shall be clearly identified and readily accessible.

The Social Services Subrecipients shall submit to the City quarterly performance reports documenting service delivery and beneficiary data. Development Activity Subrecipients must submit quarterly status updates including a narrative and supplemental documents. A year-end narrative documenting program outcomes is also required by the City. At such times and in such forms as the City may also require, there shall be furnished to the City such statements, records, reports, data and information, as the City may request pertaining to matters covered by this Contract. The final report of expenses incurred under this Contract will be submitted to the City within 30 days after the termination date of the Contract.

At any time during normal business hours and as often as the City or HUD may deem necessary, there shall be made available to the City or HUD for examination all of its records with respect to all matters covered by this Contract and will permit the City or HUD to audit, examine and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment and other data relating to all matters covered by this Contract and related sub-contracts and sub-recipients. The City reserves the right to withhold final payment under the Contract to the Subrecipient for Grant expenditures until the results of the Subrecipient project's final audit are complete and found to be satisfactory to the City. A Subrecipient that receives \$1,000,000 or more in a fiscal year shall have an annual independent audit in accordance with 2 CFR 200 Subpart F.

The City reserves the right not to further fund Subrecipients whose administrative policies, in the sole and exclusive judgment of the City Manager, are not in the best interest of the recipients receiving Subrecipient services.

The Subrecipient must maintain financial records, in accordance with the applicable requirements listed in §570.502 - uniform administrative requirements - including source documentation for entities not subject to parts 84 and 85 of the regulation. In addition to requirements in 2 CFR 200 Uniform Administrative Requirements, Cost Principals, and Audit Requirements for Federal Awards". Grantees shall maintain evidence to support how the CDBG funds provided to such entities are expended. Such documentation must include, to the extent applicable, invoices, schedules containing comparisons of budgeted amounts and actual expenditures, construction progress schedules signed by appropriate parties (e.g., general contractor and/or a project architect), and/or other documentation appropriate to the nature of the activity.

The Subrecipient must maintain records required to be maintained in accordance with other applicable laws and regulations set forth in §570.502 - Subpart K.

In the case of housing related projects, the Subrecipient must maintain fair housing and equal opportunity records containing:

- Documentation of the analysis of impediments and the actions the

City has carried out with its housing and community development and other resources to remedy or ameliorate any impediments to fair housing choice in the City community.

- Documentation of the analysis of impediments and the actions the City has carried out with its housing and community development and other resources to remedy or ameliorate any impediments to fair housing choice in the City community.
- Data on the extent to which each racial and ethnic group and single-headed households (by gender of household head) have applied for, participated in, or benefited from, any program or activity funded in whole or in part with CDBG funds. Such information shall be used only as a basis for further investigation as to compliance with nondiscrimination requirements. No recipient is required to attain or maintain any particular statistical measure by race, ethnicity, or gender in covered programs.
- Data on employment in each of the City operating units funded in whole or in part with CDBG funds, with such data maintained in the categories prescribed on the Equal Employment Opportunity Commission's EEO-4 form; and documentation of any actions undertaken to assure equal employment opportunities to all persons regardless of race, color, national origin, sex or handicap in operating units funded in whole or in part under this part.
- Data indicating the race and ethnicity of households (and gender of single heads of households) displaced as a result of CDBG funded activities, together with the address and census tract of the housing units to which each displaced household relocated. Such information shall be used only as a basis for further investigation as to compliance with nondiscrimination requirements. No recipient is required to attain or maintain any particular statistical measure by race, ethnicity, or gender in covered programs.
- Documentation of actions undertaken to meet the requirements of §570.607(b) which implements section 3 of the Housing Development Act of 1968, as amended (12 U.S.C. 1701U) relative to the hiring and training of low- and moderate-income persons and the use of local businesses.
- Data indicating the racial/ethnic character of each business entity receiving a contract or subcontract of \$25,000 or more paid, or to be paid, with CDBG funds, data indicating which of those entities are women's business enterprises as defined in Executive Order 12138, the amount of the contract or subcontract, and documentation of recipient's affirmative steps to assure that minority business and women's business enterprises have an equal opportunity to obtain or

compete for contracts and subcontracts as sources of supplies, equipment, construction and services. Such affirmative steps may include, but are not limited to, technical assistance open to all businesses but designed to enhance opportunities for these enterprises and special outreach efforts to inform them of contract opportunities. Such steps shall not include preferring any business in the award of any contract or subcontract solely or in part on the basis of race or gender.

- Documentation of the affirmative action measures the City has taken to overcome prior discrimination, where the courts or HUD have found that the City has previously discriminated against persons on the ground of race, color, national origin or sex in administering a program or activity funded in whole or in part with CDBG funds.

XIX. FINANCIAL MANAGEMENT AND INTERNAL CONTROLS

Accounting Standards: The Subrecipient agrees to comply with 24 CFR 200 and agrees to adhere to the accounting principles and procedures required therein, utilize adequate internal controls, and maintain necessary source documentation for all costs incurred.

Cost Principles: The Subrecipient shall administer its program in conformance with all applicable requirements and standards detailed in 2 CFR part 200, “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards” which supersedes, consolidates, and streamlines requirements from OMB Circulars A-122, “Cost Principles for Non-Profit Organizations,” or A-21, “Cost Principles for Educational Institutions,” as applicable.

XX. AMENDMENTS TO PROGRAM AND BUDGET

Amendments to Program Scope: It is generally not permissible to amend the scope of an approved program, however, amendments will be considered under extenuating circumstances which are beyond the control of the organization. Such requests will be reviewed by the HCD Program Manager, who will make a recommendation to the Housing and Community Development Division Director who will provide approval.

Amendments to Budget: It is generally not permissible to amend items within an approved budget, however, organizations that wish to amend budget item(s) are required to contact the HCD Program Manager to discuss the change and the procedure for submitting the budget amendment. The HCD Program Manager will make a recommendation to the Housing and Community Development Division Director who will provide approval.

Amendments to Timeline: Extensions will only be considered if the subrecipient can adequately demonstrate delays which were outside of their control. Extensions will be granted for up to three months after the close of the original grant period. Any further delays will be noted on correspondence to the scoring committee if the subrecipient

seeks future funding. The HCD Program Manager will make a recommendation to the Housing and Community Development Division Director who will provide approval.

XXII. MONITORING

Monitoring is the regular and systematic examination of all aspects associated with the administration and implementation of a private, local, state, or federally funded program in an effort to ensure compliance with regulations. This process will ensure that programs are implemented in a timely and efficient manner. It will also allow the City of Portland to determine which programs require assistance and/or revisions in an effort to ensure quality programs and organization sustainability.

Monitoring will be conducted through site visits and an extensive review of Subrecipient's reporting documentation.

- **Site visits:** Site Visits will be conducted by the HCD Program Manager at least once during the program's operation to determine fiscal adequacy and program quality. Site visits will allow staff to determine whether a program is operating within the parameters in the organization's Agreement and Scope of Services while also allowing staff to assess and offer guidance to the unique needs of a particular organization. Site visits are scheduled with organization personnel. Unscheduled visits may include attendance at public events.

- During onsite review, the following tasks may be performed: Review selected documentation (i.e., general ledger, expense reports, submitted invoices, attendance rosters program curricula and schedule, etc.); Review program data; Visit service areas of the related program; Conduct focus groups with staff, or other individuals participating in or affected by the program; Discuss preliminary findings and/or follow-up meetings; Conduct additional monitoring activities, as needed.

Monitoring results will be based upon Subrecipient's site visit and reporting documentation. The on site monitoring will be used to determine whether the organization is in compliance with the Policies and Procedures of the Grant. Subrecipients will be notified in writing if they are not in compliance and will be required to develop a Corrective Action Plan that will be reviewed by the HCD Program Manager.

- **Compliance Determination:**
 - **IN COMPLIANCE:** The program fulfills its obligations as outlined in the Policies and Procedures.
 - **NOT IN COMPLIANCE:** The program is not in complete compliance with the Policies and Procedures. A Monitoring Report will be issued to the organization within 30 calendar days of the site visit and/or review

of reporting documentation. The report will address any findings, recommendations and corrective actions, if applicable. Subrecipients will have 30 to 60 days to develop a Corrective Action Plan delineating strategies and a timeline in which they plan to correct any findings. The Corrective Action Plan will be reviewed and feedback will be provided to the Subrecipient within 30 to 60 days. The Youth Services Director will work with the Subrecipient to ensure the plan is comprehensive, manageable and timely. Post-monitoring visits may occur to ensure the plan has been implemented. When Subrecipient has provided sufficient evidence that the Corrective Action Plan has been fully implemented, a closeout letter will be issued indicating that all findings have been resolved.

- **Failure to Enact a Corrective Action Plan:** A Subrecipient's failure to sufficiently implement its Corrective Action Plan within a timely manner, may lead to ineligibility for future funding or special conditions and restrictions on the Subrecipient's ability to receive future grant funds. Special conditions and restrictions may include: Additional reporting; Additional onsite monitoring; Withholding or suspension of grant funds.

Additional program-specific conditions may also be imposed at the discretion of the HCD Program Manager. The Subrecipient will be notified in writing if there are any special conditions or restrictions attached to the grant award. The notice will include: Nature of the special conditions/restrictions; Any corrective actions that must be implemented before the conditions/restrictions may be lifted; The process by which such conditions/restrictions may be appealed by the Subrecipient. All appeals will be heard by the City Manager's Office.

XXIII. RECAPTURE POLICY

When a program has been completed and the final payment request has been processed, any outstanding funds will be recaptured. The organization will be contacted to verify that the project or activity is 100% complete and all costs have been submitted. This will be followed up with a written recapture amendment, which must be signed by the organization and returned to the HCD Program Manager. Failure to return this amendment within 60 days will result in automatic recapture. Recaptured funds will be reallocated during each annual application cycle or an interim cycle if sufficient funds.

For more information, please contact:

City of Portland ~Division of Housing and Community Development

HCD Program Manager

289 Congress St

Portland, ME 04101

Phone: (207) 874-8731

Email: cdbg@portlandmaine.gov

APPENDIX A:



CDBG SUBRECIPIENT QUICK **REFERENCE PAGES**

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM
CITY OF PORTLAND

The following pages serve as brief procedural
overviews of the actions that may be required of the
CDBG Subrecipients throughout their grant term.

Post Award

In order to commit funding to your project or program, we need to collect and complete a few required items.

The HCD Office will....

- *Provide instructional fliers such as this one when necessary*
- *Provide information about HUD requirements via the program policies*
- *Send an award letter with checklists of items to submit prior to contract signing.*
- *Conduct a mandatory training for all subrecipients*
- *Be available for technical assistance to the applicant.*
- *Provide you with the updated HUD income limits for eligibility*
- *Review final budget*
- *Draft and send contract ("Subrecipient Agreement")*

Responsibilities of the Subrecipient

At the start of the grant term, subrecipients must submit all documents required as prompted in Neighborly. The applicant must also ensure all resulting documents are saved in their organizational files (and not just stored in Neighborly).

At the start of the grant term, the subrecipient may need to provide the following:

- **Updates to project application, including clientele goals, unit of service goals, outcomes, etc**
- **CDBG Policies**
- **UEI [Sam.gov](https://sam.gov) Registration**
- **Insurance including Public Liability Insurance in the amount of \$400,000 with the City of Portland as an additional insured; worker's compensation Insurance; and Employment Compensation Insurance**
- **Subrecipient Agreement**
- **Mortgage/Promissory Note held by the City of Portland, if award includes property improvements**
- **Phase 1 and/or 2 Environmental Assessment, if award includes property improvements**
- **Income Verification Form with updated Income Limits**

Environmental Review

HCD Staff will create an Environmental Review prior to signing the Subrecipient Agreement to ensure there is no negative environmental impact for the proposed project. If there are any concerns that are raised as a result of this review, staff will inform the subrecipient.

The HCD Office will....

- *Provide a checklist of items to provide for the environmental review.*
- *Keep subrecipient informed of environmental review status.*
- *Remind subrecipient that no action can be taken on the grant until the environmental review is complete.*
- *Send out a Notice to Proceed once the Environmental Review is complete.*

Responsibilities of the Subrecipient

All CDBG projects must undergo an environmental review prior to any contracts, bidding, or work.

Bidding a project prior to completion of the environmental review results in a bid made on a scope of work that may not include any modifications for issues found during the environmental review process. Therefore, it limits the alternatives available for mitigating environmental issues, and can be choice-limiting. Choice limiting actions include, but are not limited to, (1) actions having an adverse impact – e.g. demolition, dredging, filling, excavation, including soliciting bids for these activities; (2) actions limiting the choice of reasonable alternatives – e.g. execution of a legally binding agreement, signing a purchase and sale agreement, signing an option agreement that does not allow the purchaser to elect to terminate the option agreement if the property is not desirable; entering into real property acquisition (including making bids on auctioned properties), leasing, rehabilitation, demolition, environmental remediation, related site improvements, relocating buildings or structures, conversion of land or buildings/structures (including soliciting bids to undertake these activities).

HCD Staff will reach out via Neighborly with a checklist for documents to include in order to complete the Review.

The environmental review process can take from **one to ten weeks** to complete depending on the complexity of the project. Some projects may require additional review. Once the environmental review has been approved, HCD will notify the subrecipient that they may begin the procurement process.

Accomplishment Reports and Draw Requests

The HCD Office will....

- *Provide a training on Neighborly procedure as part of the Subrecipient Meeting*
- *Provide this written procedure for completing the required steps*
- *Review quarterly documents for payment*
- *Provide technical assistance to subrecipients as needed.*

Responsibilities of the Subrecipient

As discussed in the Subrecipient Training hosted by the HCD Staff, Subrecipients will have to collect income eligibility and race data on all clients served.

This data is required to be submitted as an Accomplishment Report, prior to submitting a quarterly Draw Requests. Both items must be submitted in Neighborly by 15th of the month following the close of the quarter in order to be considered.

Once the quarter ends you will receive an automated email from Neighborly to complete the following steps. You will need to complete the steps below at the end of every Quarter. Review the Neighborly Subrecipient Guide for more information.

1. Log into the [participant portal](#) in Neighborly. No paper or email requests will be considered.
2. Click on the intended award and navigate to the "Reports" tab on the left hand side to enter in the requested data for the quarter.
3. Once you have submitted the Report, navigate to the "Draw Request" tab on the left hand side.
4. Click to "Add a Draw" and input the line item totals for which you are requesting reimbursement. Please ensure you submit documentation for each expense included in the request.
5. HCD Staff will review your Report and Draw Request for completion and eligibility. If approved, the City of Portland will process your reimbursement. If denied, HCD Staff will respond with further instruction.

Monitoring

The HCD Office will....

- *Notify the subrecipient if they have been selected for monitoring*
- *Conduct a site visit and meet with program administrator*
- *Issue findings which may impact the rest of your award or future access to CDBG funds*

Responsibilities of the Subrecipient

The City may monitor projects for compliance with CDBG requirements during the project and up to six years after completion. All documents related to the project must be kept and made available upon request, including but not limited to income eligibility forms, invoices, and all documents on the CDBG files checklist. When the project is finished, HCD will give a Letter of Completion with the date that files no longer need to be available, usually six years after the project is complete.

Allowable Documentation for CDBG Reimbursement

The HCD Office will....

- *Review and process Draw Requests submitted through Neighborly. Emailed requests will not be considered.*

Responsibilities of the Subrecipient

The following are common expenses that are often included in reimbursement requests, and allowable documentation for such expenses:

1. Staff Costs (Salaries and Fringe)

Documentation: Paystubs or exported reports from payroll management system showing staff name, title, and hours on the CDBG eligible program.

2. Rent, Utilities, Insurance, etc

Documentation: Lease, Utility Bill, or Invoice along with proof of payment (voided check, bank statement). If the program space has significant uses that are not CDBG eligible, all reimbursement requests must be prorated to the amount of time the space is occupied by the CDBG eligible program.

3. Supplies and Equipment

Documentation: Receipts of purchases made for items under \$500, if item is over \$500, see procedure in CDBG Policies under "Equipment Purchases"

4. Consultants/Other Services

Documentation: Invoice for services provided, along with proof of payment. If the service agreement was signed after the grant term began, documentation of required procurement practices must be provided.

5. Payments on Behalf of Clientele

Documentation: Invoices and Receipts for purchases made on behalf of clientele such as home utilities, groceries, cell phone bill, etc. Payments must be made by the subrecipient to the service provider (not given to the client directly) and cannot be for more than 3 consecutive months to the same individual.

Procurement and Bidding

This section is for subrecipients who are procuring goods or services as part of their project, including construction.

The HCD Office will....

- *Provide this construction process document.*
- *Provide technical assistance throughout the procurement process.*
- *Provide federal wage rates.*
- *Check for updated federal wage rates 10 days prior to bid closing (date given to HCD by subrecipient).*
- *Provide federal regulation language for bid documents, including Davis-Bacon, BABA, and Section 3.*
- *Check contractors for debarment.*

Responsibilities of the Subrecipient

1. Pre-Bid Meeting

All subrecipients who are procuring goods or services, including construction, must meet with the HCD Program Manager and Compliance Officer prior to the bid advertisement and release. At this meeting, the bid requirements and process will be finalized and discussed. If you release your bid prior to this meeting, or if the bid does not contain all of the appropriate federal information, CDBG funds may not be used to pay for expenses related to your project.

2. Procurement Standards

Procurement standards and procedures certify that supplies, equipment, construction, and other services acquired in whole or in part with federal funds are obtained efficiently and economically in a manner that provides open and free competition. Procurement options are based on the amount of the materials or services to be obtained. HCD is required to use the strictest of federal, state, and local purchasing policies. All construction services must be bid using a formal competitive process, outlined in "Construction Procurement" below, regardless of amount. In the case of a subrecipient who is providing housing rehabilitation, a competitive RFQ process may be used with a plan to rotate services among qualified bidders. Procurement procedures for materials are listed below.

3. Procurement amounts:

Goods/Services amount	Procedure	Documents Required
Goods or non-construction services of \$1,000 or less	Purchases distributed equally among qualified suppliers, no quotes needed.	Rationale for retailers chosen Knowledge of cost reasonableness.
Goods or non-construction services between \$1,000 and \$25,000	Minimum of 3 written quotes.	Three written quotes Rationale for chosen item
Goods or non-construction services of \$25,000 or more	Must be procured by a formal competitive process.	Proof of advertisement in paper of general circulation

Purchases may not be broken up into smaller amounts solely to circumvent procurement procedures. If a purchase is to be broken up into smaller amounts, written permission must be obtained from HCD prior to the purchase.

4. Competitive Procurement

HUD requires that bids for construction projects are publicly and formally advertised. The publication should be published at least once in a newspaper of general circulation and may also be sent to specific contractors. The advertisement must clearly define the services needed and contain appropriate language describing federal requirements. Bids must be solicited from an adequate number (3) of suppliers. Lastly, all bids must be opened publicly at the time and place stated in the invitations for bid advertisement. HCD recommends that you do not place the bid documents on your website unless you have a procedure for identifying who is accessing the documents.

HUD requires that a firm-fixed price contract award must be made to the responsible bidder who has been selected for the project.

Bid Notice

Bid notices must contain the following language: This project is funded with U.S. Department of HUD, City of Portland Community Development Block Grant funding. Federal wage rates and other regulations apply.

Two sample bid notices are provided here:

“Notice of invitation to bid for: Electrical, Plumbing & Gas work for commercial Kitchen renovation. Bid documents available at mandatory bid conference on 7/2/10 at 3pm at 389 Congress Street Portland, Maine 04102. Submit bids to above address. Deadline for bids 7/16/10. Late bids will not be accepted. Proof of insurance and bonding required. This project is funded with U.S. Department of HUD, City of Portland Community Development Block Grant funding. Federal wage rates and other regulations apply.”

“Notice of invitation to bid for: Electrical, Plumbing & Gas work for commercial kitchen renovation. Bid documents available by emailing theproject@gmail.com. A mandatory bid walkthrough will be held on 7/2/10 at 3pm at 389 Congress Street Portland, Maine 04102. Submit bids to above address. Deadline for bids is 7/16/10. Late bids will not be accepted. Proof of insurance and bonding required. This project is funded with U.S. Department of HUD, City of Portland Community Development Block Grant funding. Federal wage rates, Section 3, and other federal regulations apply.”

Bid Documents

Bid documents must contain a description of the services and qualifications desired, federal wage rate information, and a description of scoring criteria. Bid practices that restrict competition are not allowed, including but not limited to: requiring a brand name product without allowing for an equal or similar product; requiring unnecessary experience of excessive bonding; or placing unreasonable qualifying requirements on firms. Additionally, HCD will provide documents that must be included in your bid packet. After you choose a contractor, the completed bid packet should be included in the contract as an appendix.

Bid and Wage Rates

The bid should be open for at least 2 weeks to ensure all interested parties may bid. A copy of the notice must be sent to the HCD office and filed with the project. Eleven days prior to the bid closing, the subrecipient must contact the HCD Program Manager to obtain an updated copy of Davis-Bacon wage rates, if applicable. Any updated wage rates must be sent to contractors ten days prior to bid closing. At bid closing, the subrecipient will need at least three competitive bids to meet the procurement standards. The project may need to go out to bid again or a walk through can be scheduled to meet the required three bids.

Contractor Choice

Once bids have closed it is important to review the companies that have bid on the project. At this time, the HCD Program Manager should discuss the Section 3 Business

Concern requirement when choosing a prime contractor. The developer must give preference to a Section 3 Business Concern so long as their bid is reasonable and they have the ability to perform successfully under the terms and conditions of the prospective contract. In addition, if any of the bidders are a minority-owned or women-owned business they will receive preference in being selected for the job, so long as their bid is reasonable and they are capable of performing the work. Lastly, the subrecipient should do their due diligence to refrain from awarding a contract to any bidder that has been debarred or is under suspension by the federal government. Subrecipients should provide Unique Entity Identifiers (UEI) to HCD before a selection is made. All bidders should be searched at <http://SAM.gov/> by the HCD Program Manager. All completed bids must be sent to the HCD office before a selection is made.

Pre-Construction Meeting

The HCD Office will....

- *Attend pre-construction meeting.*
- *Provide construction documents including EEO, Segregated Facilities, Section 3, MBE/WBE, and Davis-Bacon and Related Acts.*
- *Provide trainings for Section 3 for prime contractor and subcontractors. These are mandatory for any project receiving over \$200,000 in total federal funds.*

Responsibilities of the Subrecipient

The pre-construction meeting must happen after a construction contract is signed, but before any work is done. During the following should be discussed (as applicable):

1. Review all documents for contractor and subcontractor and correct any issues.

- a. Equal Employment Opportunity ensures contractors cannot discriminate based on the basis of gender, race, etc. (EEO Poster must be displayed at the work site).
- b. Segregated Facilities ensures segregation does not occur on the work site.
- c. DBE/Subcontractor Utilization Form asks contractors to identify if any subcontractors are Women, Minority, and/or Veteran- Owned businesses.

2. Davis Bacon (Applies to all projects over \$2,000 on public, commercial, mixed use, and multi-family buildings)

- a. Purpose is to ensure prevailing wages are paid to laborers/journeymen on the project.
- b. Large projects will be managed in Elations.
- c. Review the wage rates and labor classifications
 - i. Complete SF-1444 if new classification is needed
- d. Contractors and subcontractors must complete Certified Payroll Report (CPR) showing they meet the prevailing wage and fringe benefit rates
- e. Review CPR and discuss whether fringe rates are paid
- f. Weekly payment requirement and posted signage on site requirement

3. Section 3 (Applies to all projects with total federal funds over \$200,000)

- a. Purpose is to ensure low and moderate income workers and business owners are provided additional opportunities.
- b. Large projects will be managed in Elations.

- c. Review Section 3 Clause and the benchmarks for 25% of labor hours should be done by Section 3 Workers; and 5% of total labor hours should be done by Targeted Section 3 Workers.
- d. Review how to complete Employer Certification Form for each Section 3 Workers (provide income limits if workers live out of state).

4. Build America Preference (Applies to projects with a total project cost over \$250,000)

- a. Purpose is to require large projects to source all construction and manufactured materials from Made in America certified vendors.
- b. Review Certification Form for all construction materials that will be used.
- c. If concerns arise, discuss the resources and waivers for sourcing.

HCD will be available to the prime contractor for technical assistance on federal requirements throughout the construction phase of the project; however, subrecipients should be included on all correspondence between the prime contractor and HCD. Subcontractors should communicate to the prime contractor and not directly with HCD. The subrecipient is responsible for ensuring all requirements are met for the project, including but not limited to certified payrolls and Section 3.

Construction

The HCD Office will....

- *Complete the Federal Labor Standards Compliance Checklist*
- *Review Davis-Bacon certified payroll forms*
- *Conduct Wage Rate interviews*
- *Provide Section 3 packet and technical assistance*
- *Review requisitions for eligible expenses*

Responsibilities of the Subrecipient

The subrecipient should be in contact with the HCD Program Manager to alert the HCD office that construction has started. The HCD Manager should reach out to prime contractor and subrecipient if they have not heard from either party near the estimated start date. At the start of construction, the HCD Program Manager should review project folder for Section 3 paperwork and take note of the Davis Bacon wages that had been included in the contract and discussed during the preconstruction meeting. During construction, the HCD Program Manager and Compliance Officer should receive payrolls submitted by the prime contractor for the prime contractor and all subcontractors,, updated employee lists if there are changes throughout construction, section 3 certification forms if applicable, change orders, and requisitions.

1. Davis-Bacon

Certified Payrolls

Davis-Bacon Certified Payrolls should be submitted no less than monthly. If the project will be less than two months, weekly certified payrolls should be submitted. The prime contractor is responsible for collecting and submitting certified payrolls for all subcontractors. The Compliance Officer will be available provide technical assistance to prime contractors and subcontractors on how to complete the wage rate sheets as needed.

When a payroll period has been submitted, the HCD Program Manager will schedule a meeting with the HCD Compliance Officer to review the payroll and note any errors. If errors are found the HCD Program Manager and Compliance Officer will calculate the correct pay and what is owed to the employee. Any errors will be relayed to the prime contractor Project manager and developer. The errors should note the subcontractor, employee name, employee position, corrected pay, and amount owed. The prime contractor will relay the information to appropriate subcontractor, with instructions to correct or amend the wage sheet. Corrective action must be returned to the HCD office within 15 days.

Wage Rate Interviews

On-site interviews are a Davis Bacon requirement to ensure that employees are being treated and paid fairly. Interviews must be random and need to be conducted while the construction is active. The HCD Program Manager and Compliance Officer should conduct one interview session early into the construction and another towards the end, depending on length of the project. The HCD Program Manager will schedule both interview sessions with the Compliance Officer.

While on-site, the HCD Program Manager and Compliance Officer will ask the employees if they are willing to participate in an interview. The employees have the right to refuse, but management cannot force employees to decline. If all employees decline to be interviewed, document this on the interview forms and keep it in the project file. If employees are willing to participate, explain the interview requirement and assure the employee that all information is confidential. Interviews should be conducted in a private area and individually. When meeting with an employee, review the interview worksheet. Each section needs to be filled out to the best of the employee's knowledge. All worksheets must be brought back to the HCD office and placed in the project folder immediately.

2. Section 3

If the project will take fewer than three months, Section 3 forms will be submitted on a weekly basis. If the project will take more than three months, Section 3 forms may be submitted monthly. The submission schedule for Section 3 is somewhat flexible and can be determined on a case-by-case basis. See the Section 3 packet for more details.

3. Employee Lists

An employee list should be provided for the prime contractor as well as any subcontractors before the start of construction. If a new subcontractor starts after construction has commenced, an employee list must be provided before they start work.

The prime contractor and all subcontractors must provide a second updated employee list to the HCD Program Manager after half of the funding has been paid out.

The employee lists will be used when reviewing payroll to ensure that no new hires have been made. If new hires have been made the company will be required to submit documentation regarding how they advertised the position and gave priority to section 3 workers.

4. Change Orders

All change orders must be submitted to the HCD Program Manager in a timely manner. The HCD Program Manager should communicate with the project manager regularly regarding change orders. HCD Program Manager has the discretion to determine the schedule of communication.

When change orders are received, they should be saved to the electronic file and a paper copy should be placed in the paper file.

5. Requisitions

Requisitions are to be submitted by the subrecipient. Requisitions should be submitted on a regular schedule determined by the subrecipient and HCD Program Manager during contract signings. The HCD Program Manager has discretion to adjust this schedule based on unforeseen circumstances during construction. Requisitions will contain a one-page itemized overview of all expenses for the invoice period. In addition, the subrecipient will provide all back up documents of expenses and payment. The HCD Program Manager will compare expenses and payments to ensure all expenses being invoiced match the backup documentation.

The HCD Program Manager and Senior Accountant will process payment through the regular financial process and procedure. Payment will go directly to the subrecipient. Payment will go to contractors in special circumstances only. The HCD Program Manager and Compliance Officer will review the special circumstances approval of direct contractor payment will be determined by the HCD Division Director.

Payment will be held if any of the following documents are missing:

- Section 3 paperwork for prime contractor or Subcontractor
- Payroll sheets
- Payroll adjustments due to wage rate errors
- Contract between subrecipient and prime contractor
- Subrecipient Insurance
- Subrecipient W-9
- Back up materials for expenses and payments

Payment will be processed once missing documents are sent to the HCD office.

Post Construction

The HCD Office will....

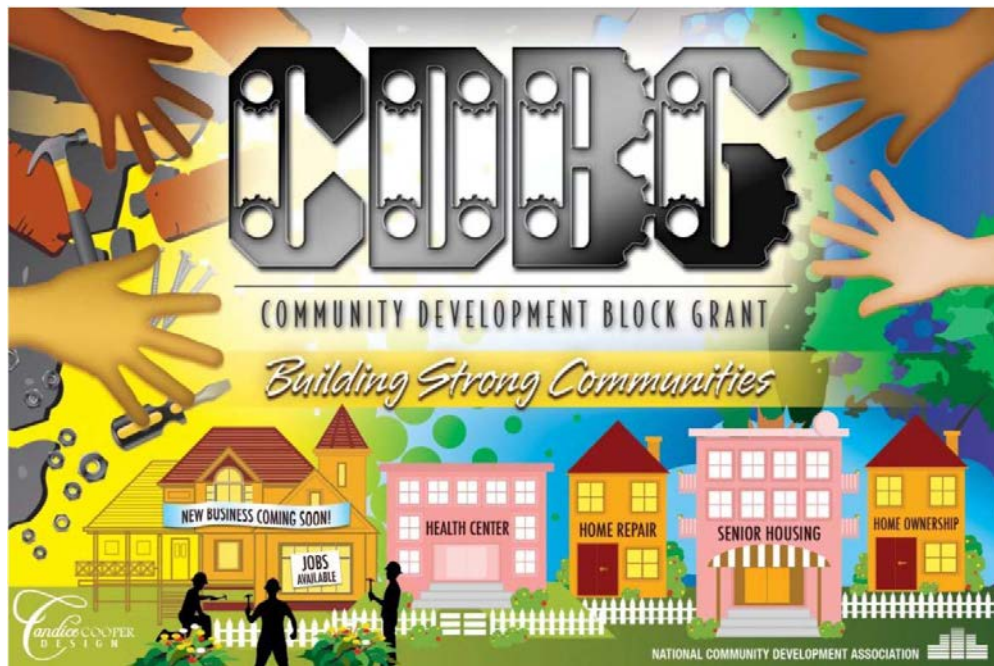
- *Review files for completion using the CDBG File Checklist.*
- *Assist the subrecipient with scheduling an inspection.*
- *Attend the inspection meeting.*
- *Send a Letter of Completion with Record Retention date*

Responsibilities of the Subrecipient

The construction project will need final inspection by City Staff. The HCD Program Manager will work with the subrecipient and inspections to set up a final inspection meeting. The meeting will take place at the project site. The subrecipient must provide the final certificate of occupancy or other documentation showing the work has passed inspection, contractor lien releases, "as-built" drawings or plans, beneficiary forms (if LMC), final completion report, photos of the finished project, and a narrative of the project including any changes or challenges.

Once the final invoice has been submitted, the HCD Program Manager must review the electronic and paper file. The two files should contain matching information. If they do not, the HCD Program Manager must remedy the file with missing information. If the two files are both missing documents, the HCD Program Manager will communicate with the subrecipient to obtain the missing document. Once received, a copy should be placed in the electronic and paper file. Once the file is complete, the HCD Program Manager will process the final invoice and send a Letter of Completion with Record Retention date.

2020 CDBG PRIORTIY SETTING TASK FORCE REPORT



Updated August 2021

2020 CDBG PRIORITY TASK FORCE REPORT

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INTRODUCTION

The 2020 CDBG Priority Task Force is pleased to present its final report to the Portland City Council for your consideration.

We found that the current system is extremely well run, and allocations continue to be made that meet important city needs. City staff are to be highly commended for their organization and knowledge, as well as, the hard work and commitment they bring to the effort of planning, distributing and monitoring the use of these funds. The changes we are recommending are intended to increase efficiency, fairness and transparency, to make minor evidence-based adjustments, and to target the city's highest priorities in a time of growing demand for resources and a dwindling stream of funding.

SUMMARY OF RECOMMENDED CHANGES:

- Create a capped set-aside to promote smaller new programs
- Adjust city funding caps to better match survey data with historical data
- Focus the city's "high priority" list on housing and employment
- Simplify the scoring process and subcategories
- Increase communication amongst funding sources
- Remain open to emerging needs

BACKGROUND

The Community Development Block Grant (CDBG) is a federal program from the Department of Housing and Urban Development (HUD) that distributes funding based on allocations from Congress to its entitlement communities, comprising over 1,200 cities and counties throughout

the country. Historically the City of Portland has received approximately \$2 million in CDBG funds annually.

For the past ten years this funding has decreased. There has also been increased scrutiny over the past few years of the Department of Housing and Urban Development and the CDBG program nationally. The need for focus and accountability is greater than ever before. The City of Portland must redefine how federal CDBG dollars are allocated to emphasize, to the greatest extent possible, successful and measurable outcomes.

The City's establishment of the CDBG Priority Task Force of 2020 stemmed from the City's commitment to re-evaluate every three to five years the priorities identified by the CDBG Priority Task Force of 2008 and 2012 and the CDBG working group in 2013. This process began with the Housing and Community Development (HCD) Ten Point Plan, approved by the City on October 1, 2007. The HCD Ten Point Plan, a product of the HCD Task Force, required the creation of the CDBG Priority Task Force, followed by the Annual Allocation Committee.

PROCESS

Positions on the 2020 Taskforce were advertised on the City website as a newsflash, as well as, on the Boards and Committees page. The advertisement included a description of the taskforce, along with the roles and duties of the members. Lastly, the application was available online with contact information attached if a paper copy was needed.

HCD Staff directly advertised the opportunity to participate to all past committee members, including the City Manager's Policy Advisory Committee, HCD Task Force, CDBG Priority Task Force, CDBG Annual Allocation/Scoring Committee, past applicants and awardees of CDBG and HOME funds, and interested parties from the 2019 District Meetings. In total, invitations were sent via email to 380 individuals and organizations.

HCD Staff received 18 applications by the January 24th deadline. Members were diverse in their skill sets, represented all of the demographics listed in the taskforce guidelines, and every neighborhood in Portland. At the February 19th, 2020 Council Meeting, the City Council approved an order to reinstate the task force and approved the applicants as members. Four members of the task force resigned due to unforeseen circumstances caused by COVID-19.

WORK PLAN

The Task Force had a strict work plan that covered three sections: priorities and principles, structural changes, and administrative changes to the CDBG allocation process. The Task Force met 12 times between March and September, twice a month for two hours. The majority of these public meetings had to take place remotely via Zoom due to COVID-19.

The largest part of the Task Force work focused on the City's "Needs-Goals-Priorities" table, with a specific focus on high priority and priority activities.

This was also the focus of a large community outreach effort planned by the HCD office. Unfortunately, due to COVID-19 was revised and conducted entirely online. HCD staff created a targeted website with information regarding the consolidated planning process as well as multiple platforms to provide feedback. The website contained targeted surveys for the general public, business owners, social service providers, and past applicants and subrecipients of CDBG funding. The City highlighted the link multiple times throughout the spring and summer on their website and social media platforms. In addition, HCD staff partnered with Portland Downtown, the Chamber of Commerce, and social service provider networks to spread the word and encourage participation. At the time the survey closed there were 477 responses. The Task Force used this data to inform their decisions regarding priority activities.

RECOMMENDATIONS

At a high level, the Task Force is generally recommending increased communication with other funding sources, both within the City government and outside in the community, so as to optimize similar outcomes and coordinate achievements together.

Analysis of prior applicant pools indicated that many specific CDBG processes are having the desired effect. For example, the minimum allowable grant request in both social service and construction / development has ensured an appropriate level of commitment required to run and report on a CDBG funded program. In addition, application penalties have reduced the number of difficult submissions that previously required intensive staff involvement in order to process. For brevity, we have not listed all the topics which the Task Force reviewed and ultimately decided should remain unchanged.

PRIORITIES

**see appendix for full table of needs / goals / priorities*

The task force recommends the following high priorities:

- Neighborhood Investment and Infrastructure: Public Infrastructure in targeted neighborhoods, including parks and recreation facilities, Accessibility/ADA Compliance, alternative modes of transportation, and Community Policing Administration.
- Housing: construction of new housing (HOME funds only), the adaptive reuse of buildings for housing, rehabilitation of existing housing, housing retention, housing start up assistance. Housing Start-up Assistance has replaced Rental Assistance to allow for a broad range of housing assistance services, i.e. security deposits, utilities, housing application assistance and fees.
- Economic development: career advancement services, job retention support services
- Homelessness: Housing Services for long term stayers, emergency services to prevent homelessness, shelter services, housing start up assistance, Behavioral Health Services. Housing Start-up Assistance has replaced Rental Assistance to allow for a

broad range of housing assistance services. Behavioral Health Services has replaced mental health and substance abuse services.

The above list represents adjustments to previous “high priority” activities. Most notably, we are recommending a combined category of “behavioral health” that captures both mental health and substance use services. This recognizes the co-occurring nature of mental health and substance use, and that best practice involves addressing both simultaneously.

SCORING

SCORING CATEGORY	POSSIBLE POINTS
Goal, Priority Impact Level & Community Need	30 Total
• Goal	15
• Priority impact (5pts high Priority, 2pts priority, 0pts eligible activity)	5, 2, or 0
• Community need	10
Guiding Principles:	30 Total
• Measurable community impact	10
• Diversity and inclusiveness	5 Construction/ 10 Social Service
• Priority to lower incomes	5 Construction/ 10 Social Service
• Location (construction only)	5
• Sustainability (construction only)	5
Capacity to deliver:	25 Total
• Financial need	5
• Leveraged funding	5
• Experience providing service	5
• Readiness to proceed	5
• Financial stability	5
Partnership/Collaboration	15 Total

PENALTY	POINTS DEDUCTED
Missing section/s	1 point deducted per item
Failing to follow Submission Guidelines , section I.C.3 (including but not limited to: application not typed, page limits, max/min request amounts, etc)	0.25 point deducted per instance
Errors (e.g. in budget calculation)	0.25 points deducted per instance

The task force reviewed subcategory scoring from several prior years, and recommends an adjustment to the overall scoring structure. The goal of the changes is to streamline the process, make it more approachable and predictable for applicants and the allocation committee, and decrease arbitrary point value assignments to subcategories.

Under this scheme, each subcategory will be ranked on a universal scale of 1-5 (poor to excellent), with multipliers applied to especially important categories, resulting in a total 100 possible points per application. For example, the “Goal” scoring category is worth 15 total points. The Allocation Committee will score it 1-5 and that number will be multiplied by 3 to get the total points awarded out of 15. The Task Force feels this structure should allow for flexibility, and defers to HCD Staff and the Allocation Committee for minor changes. For example, the Allocation Committee may determine a need to apply fractional ranks (such as 4.5 out of 5.0) in order to achieve higher precision comparisons amongst applicants, or staff later recommends adjustments to category multipliers to catch up to changes in city priorities.

Relative weights have been simplified while attempting to respect the overall levels of importance that had been determined during prior scoring rounds.

- 15% of the overall score is weighted toward “Goal”, and 15% toward “Collaboration”
- 10% toward each of the following: Community Need, Measurable Outcomes, Diversity, and Lowest Income Served
- Each remaining subcategory contributes 5% to the overall total score.

The task force is also recommending a few fine-grained adjustments to scoring subcategories. The goal of these changes is to reduce redundancy and a neutralizing effect to the scoring. In addition, we felt that expanding the scoring and page limits for collaboration will result in quality outreach and partnership efforts. The taskforce chose to increase the page limits for the collaboration section from two pages to eight pages. Lastly, expanding priority activities to include all eligible activities will open up the applicant pool, while still giving preference to the aforementioned priority activities.

- “Consistent with City Plans” will now be captured under “City Goals” in both scoring and the narrative of the application
- Collaboration will be a single overall score rather than tiered scoring for Outreach, Letters of Support, and Memorandum of Understanding
- Priority Activity will include three categories for scoring, “High”, “Priority”, and “Eligible Activity”

SET-ASIDES AND GRANT RANGES

The Task Force analyzed average allocations and requests from year to year, and it became clear that there are hurdles for small, new, and innovative programs. Through this analysis and discussion the Task Force recommends the creation of a set-aside of up to 20% for new programs that can meet a minimum score of 75 (out of a possible 100), with any remainder to be allocated toward the general pool. We hope to create a balance between new applicants and

veteran programs that provide essential services. This dilemma and balance has been a consistent discussion between staff and the yearly allocation committee.

Based on review of average grant requests over the last 5 years, the Task Force is recommending that the maximum allowable request in the construction / development category be reduced from \$250,000 to \$200,000 per program. Very few applicants request the maximum, and the average request was well below, at \$127,000.

The Task Force also recommends a slight reduction in the City funding caps:

- Reduce the maximum City funding cap in Social Services from 45% to 40%
- Reduce the maximum City funding cap in Construction and Development from 85% to 80%
- Simplify the overall calculation by eliminating the 60% public infrastructure cap.

The hope with these changes is to allow a larger number of applications to receive funding through the initial allocation process, rather than requiring a redistribution intervention by the City Manager or City Council.

ADDITIONAL CONSIDERATIONS

It became clear from the beginning that we were working at an extraordinary time in Portland's history, and this would need to be reflected in our recommendations to the Council even if specific responses remain unknown at this time. It's critically important that the overall funding process can balance the need for structure with an ability to remain open and flexible to address new emerging priorities and needs the City will be facing throughout the 5 year timeframe of the plan. The task force identified three emerging areas that may impact how CDBG funds are allocated in coming years.

COVID-19 and Portland's response to the ongoing health crisis:

It's likely COVID-19 will impact the City and its residents for many years to come and in every facet of life in Portland. As we've learned, the City's lower income and non-white populations are hurt the most by the pandemic. The economy, business growth, employment opportunities, housing, education, health care, food security, human services, and transportation are all in some form of change or limbo due to this health crisis. CDBG funding will have a future role in mitigating some of the impacts, and the City needs to begin planning now on how best to face these challenges.

New Homeless Service Center:

Preventing and alleviating homelessness remains an important priority for the City. CDBG funding can have an important direct or indirect role in making the City's plan for the new Homeless Service Center a reality, in cooperation with the state's ongoing development of more regional solutions. Although generally the task force valued more permanent solutions over

temporary, we agreed that emergency shelter needs to remain a high priority at this time. This could be revisited if a more stable situation were to prevail.

Racial Equity and Inclusion :

The Task Force had initial discussions at the beginning of this process regarding funding for Community Policing. The item was tabled, and discussed again in light of the national spotlight on racial justice and equity, and local community outcries for increased social service funding. The Task Force believes the City's Community Policing efforts are valuable and successful, and should remain a high priority. However, a majority of the Task Force believes that the City should begin to plan for funding Community Policing administration from the City's budget, both to ensure stability of ongoing critical services, and to free up additional CDBG funds for human services that complement these efforts. We understand the strain the city's budget is under and how difficult it might be to absorb 100% of this function, so at this time we are not recommending immediate removal of the CDBG set-aside for community policing administration.

APPENDIX

- I. Needs-goals-priorities table
- II. Summary of motions and votes

NEED	GOAL	PRIORITY IMPACT LEVEL
Neighborhood Investment & Infrastructure: <u>Description:</u> Public safety and mobility are key components to improving the livelihood of Portland neighborhoods. There is a significant need to build neighborhood sidewalks where none exist, improve ADA compliance, and increase access to alternative modes of transportation. Additionally, there is a need to increase resident's ability to remain or become active and engaged members of their neighborhoods through community based services and programs. <u>Basis for Relative priority:</u> In 2019 & 2020 the Portland City Council identified four goals that identified this need: 1) 15 buses for 15 minutes: Add 15 buses to our fleet allowing us to reduce peak hour wait times to an hour to 15 minutes. 2) Light Hybrid rail to the eastern waterfront: install hybrid electric rail cars to come into Portland's eastern waterfront to reduce traffic. 3) Implement a plan for installation of solar arrays. 4) Increase public transit infrastructure and capacity in the City. The 2030 Comprehensive plan lists the following strategy: Full Service City: 2. Provide services to all residents. Operate City facilities and services in an efficient and effective manner that is responsive to all segments of the community. Resource: City of Portland 2019 & 2020 City Council Common Goals. and the 2030 City of Portland Comprehensive Plan	Create strong, safe, accessible and vibrant neighborhoods: <u>Description:</u> Invest in infrastructure to improve neighborhood assets and build strong, safe, accessible and vibrant neighborhoods. Improve accessibility and livability through age-friendly designs and ADA compliance. Build sidewalks and trails to improve connectivity, increase the use of bicycles as a mode of transportation, and redevelop streetscapes to create shared streets for cars, bikes, and pedestrians that integrate with the fabric of the neighborhood. Support programs that increase safety in neighborhoods for residents and visitors. Invest in programs and services that address the specific needs of members of the community. Encourage programs that build a sense of inclusiveness, safety, and security within individual neighborhoods.	Including but not limited to (in alphabetical order, not in order of priority): HIGH PRIORITY • Accessibility/ADA compliance • Alternative modes of transportation • Community policing • Park and Recreation Facilities • Public infrastructure in targeted neighborhoods PRIORITY • Community centers and engagement programs • Disability Services • Non-profit rehab • Public infrastructure outside of targeted neighborhood • Senior Services • Tree planting

UPDATED 9.21.2020

NEED	GOAL	PRIORITY IMPACT LEVEL
Housing Availability: <i>Description:</i> In the 2019 Housing report it was reported that Portland has an affordability gap of \$255,796. In addition, there is a lack of affordable rental housing within Portland’s housing supply. The City Council continues to make housing availability and affordability their goal. <i>Basis for Relative priority:</i> In 2019 & 2020 the Portland City Council identified the following goal to address this need: Increase access to rental and home ownership that is safe, affordable, and accessible. Resources: 2030 Workforce Housing Demand Study 2019 City of Portland Housing Committee, Interim Housing Report 2019 & 2020 City Council Common Goals.	Increase housing availability & affordability: <i>Description:</i> Increase housing availability and affordability to all Portland residents regardless of income, race, ethnicity, and family size. Encourage housing development by removing barriers to traditional urban housing types while ensuring the inclusion of workforce and age-friendly housing in significant development projects.	Including but not limited to (in alphabetical order, not in order of priority): HIGH PRIORITY • Adaptive reuse for housing • Construction of new housing (HOME funds only) • Housing Retention • Housing Start up Assistance • Rehabilitation of existing housing PRIORITY • Environmental testing and remediation • Energy efficiency/weatherization • Fair housing activities • Heating and fuel assistance • Legal services Tenant/landlord counseling services

NEED	GOAL	PRIORITY IMPACT LEVEL
Economic Opportunity: <i>Description:</i> Portland has a well-developed employment support system with many established providers. However, the system is fragmented, providers work in silos, there is insufficient funding to cover needs of potential workers, and career planning and financial stability are often prioritized less than job placement. Employment retention support is scarce and turnover results in economic uncertainty for employees and higher costs for employers. <i>Basis for Relative priority:</i> In 2019 & 2020 the Portland City Council identified the following goal: Promote Economic Development in the City in a manner that provides for increased property values, diversification across industry sectors and high paying jobs. Specifically, as it relates to HUD programming and objectives, the Council further identified the need to advance work on the “Minority and Women-owned Business Development Initiative” and secure City Council approval to invest CDBG funds in workforce development. Resources: <i>Portland Economic Development Vision and Plan</i> Portland Community Chamber of Commerce: <i>Portland’s Economic Scorecard 2014-2015</i> Muskie School of Public Service: <i>The State of Infant Pre-K Childcare in Portland, Maine 2015</i> GPCOG 2014-2018 Economic Development Action Plan	Create economic opportunities to transition people out of poverty: <i>Description:</i> Invest in Portland businesses to enable them to expand to create jobs. Invest in persons wanting to create microenterprises. Engage job seekers in a continuum of services to increase their professional capacity, financial stability, and ability to maintain employment. Focus on difficult to employ populations including homeless, new Americans and single parent head of households. Combine resources and build partnerships between public and private entities to provide opportunities to transition Portland residents out of poverty to sustainable employment and financial stability.	Including but not limited to (in alphabetical order, not in order of priority): HIGH PRIORITY • Career advancement services • Education • Job training • GED attainment • ESL • Job retention support services • Childcare vouchers • Housing counseling • Transportation assistance PRIORITY • Job Creation • Microenterprise Assistance

UPDATED 9.21.2020

NEED	GOAL	PRIORITY IMPACT LEVEL
Address the Needs for Growing Homeless Population: <u>Description:</u> The shelter system in Portland is beyond capacity. Staff and local organizations struggle to deal with overflow strategies to meet increasing need. Data from 2019 showed that 79% of the shelter consumers were new consumers, the average length of stay at the shelter is under 60 days. Homeless Prevention and Rapid Rehousing are key components to help reduce shelter usage and homelessness. Additionally increased case management is needed for those who have mental illness and substance abuse issues to help them navigate the service delivery system. <u>Basis for Relative priority:</u> In 2019 & 2020 the Portland City Council identified the goal: Continue the effort to reduce homelessness, assist people experiencing homelessness through City, Regional, and State efforts. Resource: 2020 City Council Common Goals 2019 Health and Human Services Shelter Report	Prevent and Reduce Homelessness: <u>Description:</u> Prevent individuals and families from becoming homeless and entering into the shelter system. Rapidly rehouse those who enter the shelter system. Provide necessary resources to assist vulnerable population's transition out of homelessness, including housing opportunities for chronically homeless or long-term stayers at homeless shelters.	Including but not limited to (in alphabetical order, not in order of priority): HIGH PRIORITY • Behavioral Health Services • Emergency services to prevent homelessness • Housing and Housing Services for long-term shelter consumers • Housing Start up Costs • Shelter services PRIORITY • At risk youth services • Food Assistance

UPDATED 9.21.2020

II. SUMMARY OF APPROVED MOTIONS

- Motion to keep the Social Service Application minimum request at \$10,000
 - o Passed 14-0, 1 abstained
- Motion to keep the Community Policing \$150,000 set-aside
 - o Passed 11-1, 2 abstained
- Motion to reduce the Construction and Development Application maximum request from \$250,000 or 30% of the prior years allocation to a flat number of \$200,000.
 - o Passed 12-1, 1 abstained
- Motion to keep the Construction and Development Application minimum request at \$10,000
 - o 14-0, 1 abstained
- Motion to eliminate the 60% infrastructure cap and reduce the City funding cap from 85% to 80% for construction and development programs
 - o Passed 14-0, 1 abstained
- Motion to reduce the City funding cap in social services from 45% to 40%
 - o Passed 9-0, 1 abstained
- Motion to keep penalty points as is
 - o Passed 13-0
- Motion to move park and recreation activities to high priority category and keep all other neighborhood investment and infrastructure the same
 - o Passed 10-0
- Motion to remove historic preservation from priority activities list
 - o Passed 6-5
- Motion to rename rental assistance to start up assistance and move from priority to high priority, everything else stays the same. Discussion, member clarified calling the activity rental housing start up assistance.
 - o Passed 11-0
- Motion to remove façade improvements from priority activities
 - o Passed 7-4
- Motion to remove financial stability services from priority activities
 - o Passed 10-1
- Motion to move job creation from high priority to priority activity
 - o Passed 6-5
- Motion to move microenterprise assistance from high priority to priority activity
 - o Passed 8-3
- Motion to allocate 0 points to non-priority activities, 2 points to priority activities, and 5 points to high priority activities.
 - o Passed 9-1
- Motion to combine mental health and existing substance abuse disorder activity in to one activity, labeled 'Behavioral Health', with a designation of high priority
 - o Passed 13-0
- Motion to make 'housing start up services' a high priority activity
 - o Passed 13-0
- Motion to change food assistance from high priority to priority activity
 - o Passed 13-0
- Motion to allocate category points in both Social services and Development as follows:

- o 30 points - Goal, Priority Impact Level & Community Need
 - o 30 points - Guiding principles
 - o 25 points - Capacity to deliver
 - o 15 points – Collaboration
 - o Passed 11-0
- Motion to allocate Goal, Priority Impact Level, & Community Need sub-categories points, in both Social Services and Development Activities, as follows:
 - o 15 points - Goal
 - o 10 points - Community need
 - o 5 points - Priority
 - o Passed 9-2
- Motion to remove Guiding principles sub-category consistency with city goals, plans, and initiative (4 points) and include this subcategory with the Goal, Priority Impact Level and Community Need, Goal Subcategory
 - o Passed 10-0
- Motion for to allocate measurable community impact, diversity and inclusiveness, Priority to lower income as follows in social service
 - o Measurable Community Impact 10
 - o Diversity and Inclusiveness 10
 - o Priority to Lower Incomes 10
 - o Passed 7-3
- Motion for to allocate measurable community impact, diversity and inclusiveness, Priority to lower income as follows in Development
 - o Measurable Community Impact 10
 - o Diversity and Inclusiveness 5
 - o Priority to Lower Incomes 5
 - o Location 5
 - o Sustainability 5
 - o Passed 9-1
- Motion to allocate Capacity to deliver subcategory point distribution as follows:
 - o 5- Financial need
 - o 5- Leveraged funding
 - o 5- Experience Providing Service
 - o 5- Readiness to Proceed
 - o 5- Financial Stability
 - o Passed 9-1
- Motion to create a single scoring line ‘Partnership/Collaboration’ with a maximum of 15 points.
 - o Passed 9-0, 1 abstention
- Motion to expand page limit to 8 pages for the collaboration section for both narrative and supporting materials
 - o Passed 10-0
- Motion new applicants be required to score a minimum of 75 points to be considered for the set-aside.
 - o Passed 10-0

2021 ADDENDUM TO 2020 CDBG PRIORITY TASK FORCE REPORT

CONTEXT

The 2020 CDBG Priority Task Force presented its final report at the Housing Committee's Oct 14th 2020 meeting. The committee delayed action and directed staff to request a one-year extension, which HUD granted. The task force reconvened Aug 4 2021 to review its report before resubmitting to the now combined 2021 Housing and Economic Development Committee.

Three items of interest were (a) the City Manager's 2020 recommended amendments to the Task Force report, (b) additional community feedback that the Housing & Community Development Department has gathered via online survey with specific questions targeting task force recommendations, and (c) the Racial Equity Steering Committee's report currently under review by the council and staff.

The task force also discussed several timely topics in the context of its prior recommendations, such as the termination of covid emergency measures, new federal funds available, the loss of emergency day shelter, and changes to the emergency food service model.

RECOMMENDATION

After review the task force **stands by its 2020 report** as consistent with all of the above, and would like to offer **one additional recommendation**.

Given ongoing work in alternative crisis response, and rapidly evolving understanding of best practices in this field, the task force recommends an adjustment to the wording of the community policing set-aside to allow the department flexibility throughout the upcoming 5-year plan.

- \$150,000 set-aside for Community Policing, or another alternative response program the department manages – non-competitive.

This way the Portland Police Department may allocate its alternative response set-aside based on unfolding data, whether continuing the current model, or applying under another program it manages internally, in collaboration with other city departments, or subcontracted to an outside organization.

Community Development Block Grant Analysis

Trends in Portland CDBG Applications, 2016-2026

Author: James Parkington

Date: January 22, 2026

Client: City of Portland, Housing & Economic Development Department.

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 - [Introduction & Context](#)
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Executive Summary

Over the past decade, Portland's **CDBG** program has received **294** applications from organizations seeking funding for housing, homelessness services, and neighborhood improvements. Those organizations requested **\$27.3M** in total but received only **\$16.7M**, meaning **\$10.6M** in community need went unmet, a gap that persisted year after year and that strengthens Portland's case for larger federal allocations. Understanding what drives that gap, whether community interest has held steady, whether the applicant pool remains diverse, and whether the scoring system effectively distinguishes strong proposals from weaker ones, informs both the upcoming **Consolidated Plan** and guidance for future applicants.

Social Services applications comprised **208** of the total submissions, with **136** receiving funding for a **65.4%** success rate. The category attracted sustained organizational engagement, with **44** unique applicants during the historical period and **33** during the recent period, though overall application volume has declined roughly **18%** from historical peaks, a trend worth watching even if it reflects natural variation rather than waning interest. **Preble Street** has been the most active participant by far, submitting **33** applications and winning funding **85%** of the time, though their recent years have seen more mixed results, with funding success dropping from consistent full awards to partial outcomes in 2023-26, even as newer organizations like **Hope Acts** have found consistent success and broadened the applicant pool. Priority distribution concentrated heavily on **ANGHP** (*Addressing Needs of Growing Homeless Population*), which accounted for **67.1%** of recent **Social Services** applications, up from roughly half in earlier years, a shift that reflects genuine community crisis but also creates portfolio risk if federal homelessness funding priorities change.

Construction applications totaled **86** submissions, with **55** funded (*64.0% success rate*), demonstrating a more project-driven application pattern with **City departments** accounting for significant infrastructure work. Volume stayed stable, averaging about **7-8** applications annually, with **Neighborhood Investment** representing **71.0%** of recent priorities. Average **Construction** request sizes grew **66%** over the decade, likely reflecting inflation in materials and labor, whereas **Social Services** requests stayed essentially flat, a divergence that matters for future applicants calibrating their asks and for the **Consolidated Plan** process when setting category allocations.

Even among applications that do receive funding, the full requested amount isn't guaranteed. Approximately half of funded applications received full awards, with the remainder facing systematic proration averaging **10-15%** below requested amounts, meaning organizations should budget conservatively and anticipate potential reductions even for successful proposals.

Funding rates have climbed in **Construction** compared to earlier years, though **Social Services** saw a modest decline, whether because more money became available or because applicants got better at writing proposals. Throughout the decade, organizations have kept coming back to the **CDBG** program, shifting their focus as community needs changed. Homelessness services, in particular, now dominate the priority mix in ways they didn't ten years ago. Scoring component analysis reveals that **funded** applications score highest on **Priority Impact** and **Guiding Principles**, with smaller gaps on **Capacity to Deliver** and **Partnership Collaboration**.

Introduction & Context

CDBG Program Background

The **Community Development Block Grant** program, known as **CDBG**, channels federal dollars from **HUD** to cities like Portland. The money is meant to benefit low and moderate income residents through housing, job training, infrastructure, and social services. Portland receives annual **HUD** allocations (*typically ranging from \$600,000 to \$700,000*) that are distributed through a competitive application process. Organizations submit proposals addressing one of four priority categories:

- **ANGHP**: Addressing Needs of Growing Homeless Population
- **EO**: Economic Opportunity
- **HA**: Housing Availability
- **NI**: Neighborhood Investment

A review committee scores each application on four dimensions: **Priority Impact**, **Guiding Principles** alignment, **Capacity to Deliver**, and **Partnership Collaboration**. Incomplete applications or concerns about an organization's track record can result in point deductions, and the final score guides funding decisions. These findings will inform Portland's **Consolidated Plan**, the five-year strategic document required by **HUD** that guides how **CDBG** and related funds are allocated.

Client Questions

Rowen, our contact at the Housing & Economic Development Department, asked for analysis addressing four questions:

1. Whether community organizations have maintained consistent interest in the **CDBG** program over time, meaning whether application volume has remained stable or shown concerning trends
2. Whether a diverse range of organizations participate, or whether the program has become dominated by a small number of recurring applicants
3. How funding request patterns have evolved, and whether scoring effectively differentiates between applications
4. How the recent review period compares to historical patterns, providing context for program planning

Data & Methodology

This analysis draws on **294** grant applications spanning fiscal years 2016-17 through 2025-26. The dataset was manually compiled from two source files, with historical data (*2016-17 through 2021-22*) merged with recent data (*2022-23 through 2025-26*) and cleaned to ensure consistent formatting. Each record contains application metadata (*organization, program name, fiscal year*), financial information (*funding request, final award*), scoring details (*component scores, deductions, totals*), and categorical classifications (*type, priority*).

The recent period encompasses **104** applications from 2022-23 through 2025-26, whereas the historical baseline comprises **190** applications from 2016-17 through 2021-22. This structure supports both cross-sectional analysis of current patterns and longitudinal comparison across the full decade. The following sections examine **Social Services** and **Construction** applications separately, as Rowen requested, before synthesizing cross-category insights in the [Comparative Insights](#) and [Decade in Review](#) sections.

Social Services Analysis

Analysis 1: Application Volume Trends

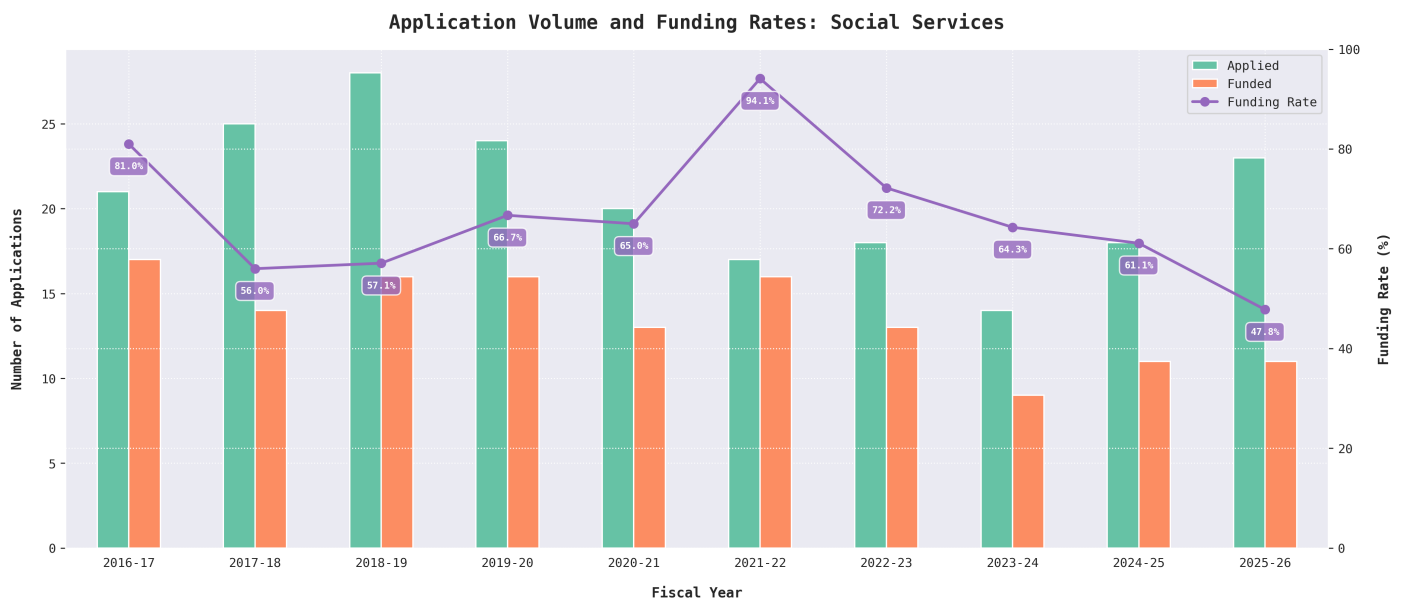


Figure 1: **Social Services** applications ranged from 14 to 28 annually, with funding rates generally exceeding 60%.

Application volume for **Social Services** programs varied moderately across the decade, providing the first indicator of whether community organizations have maintained consistent interest in the **CDBG** program. The historical period averaged approximately 22.5 applications annually, with peaks in 2018-19 (totaling 28 applications) and 2017-18 (totaling 25 applications), whereas the recent period showed somewhat lower volume, averaging 18.3 applications per year. The 2023-24 fiscal year recorded just 14 submissions (the lowest in the review period), though this rebounded to 23 applications in 2025-26.

Funding rates stayed consistently strong throughout the observation period, with recent years achieving 60.3% success compared to the historical period's 68.1%. That 18% drop in application volume paired with a nearly 8 percentage point decline in funding rates raises questions about whether potential applicants are self-selecting out because they perceive the program as too competitive, or whether the decline simply reflects natural variation in community organization capacity. The 2023-24 low of just 14 applications followed by a rebound to 23 in 2025-26 suggests the latter may be more likely, but program administrators should monitor whether the applicant pool continues narrowing. The [scoring analysis](#) and [organizational breakdown](#) that follow help explain what distinguishes funded from unfunded applications within this competitive landscape.

Analysis 2: Score Distributions

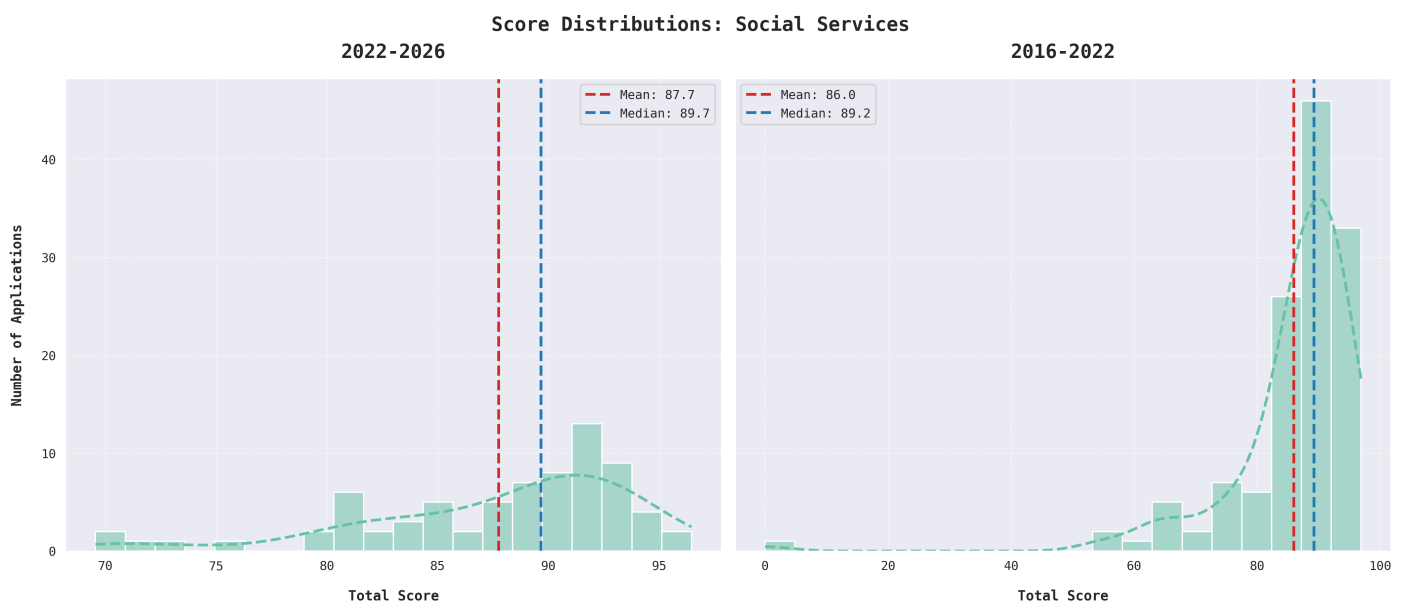


Figure 2: **Social Services** score distributions show similar central tendency between periods, with means of 87.7 (recent) and 86.0 (historical).

Application volume holding steady is encouraging, but volume alone doesn't indicate whether the program attracts quality proposals. Examining how scores distribute across applications helps address this, and scoring patterns for **Social Services** applications turn out to be remarkably consistent across the decade. Recent period scores ranged from **69.6** to **96.5**, with a mean of **87.7**, whereas historical scores spanned **0.0** to **96.9**, with a mean of **86.0**. The historical period includes several outliers with scores near zero, likely representing incomplete applications or significant scoring concerns that were subsequently addressed in program administration. Setting aside these anomalies, the score distributions show substantial spread (*roughly 27 points from lowest to highest in the recent period*), providing evaluators with meaningful variation to inform funding decisions. Both periods show roughly normal distributions centered in the mid-to-high **80s**, indicating that most applicants demonstrated solid understanding of program requirements. The slight increase in recent mean scores (*up 1.7 points*) may reflect improved technical assistance to applicants, or strengthened organizational capacity among recurring participants.

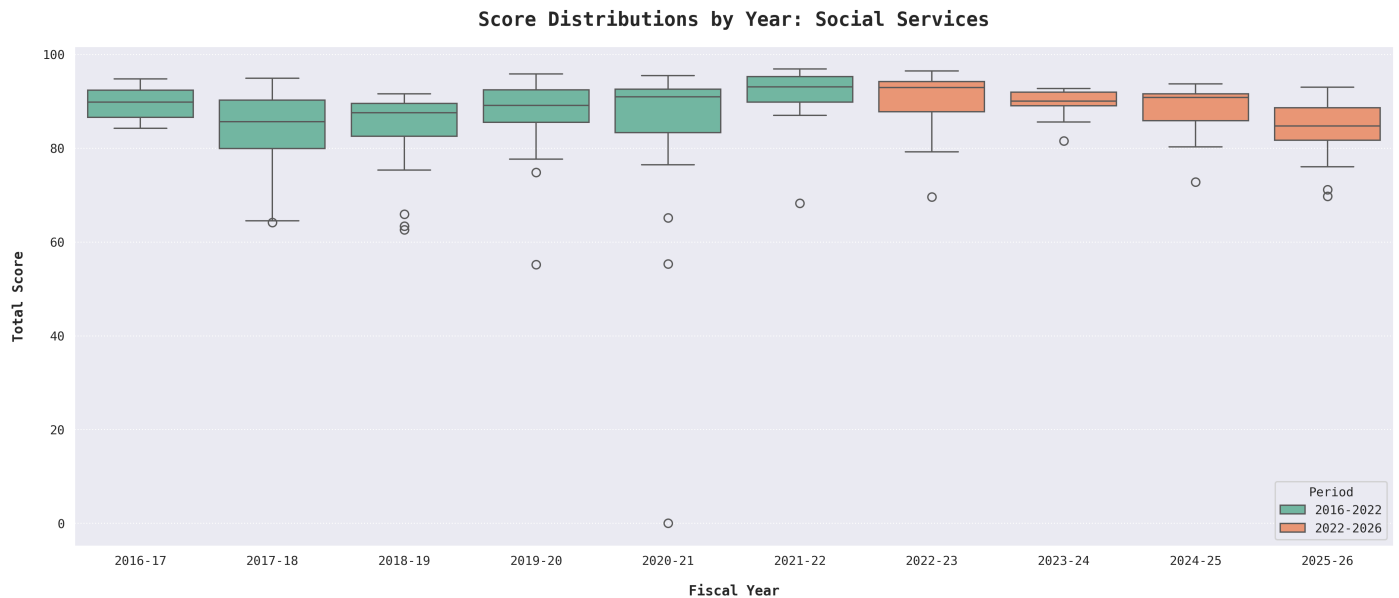
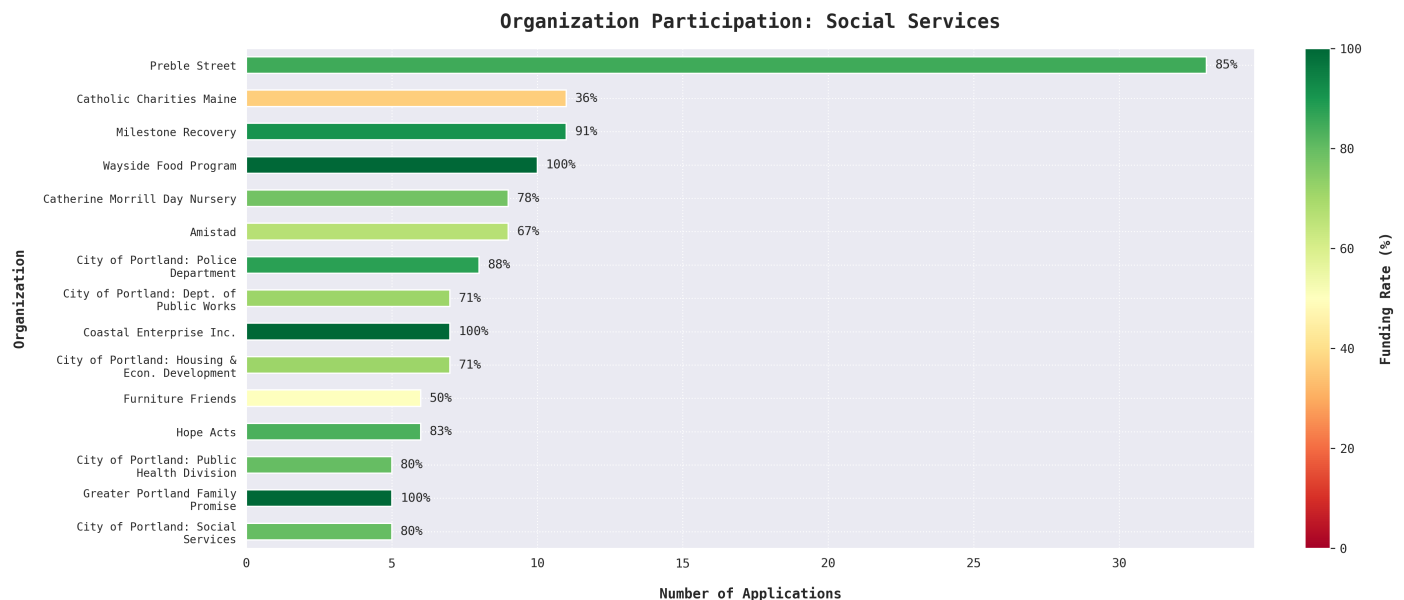


Figure 2b: Year-by-year score distributions confirm consistent evaluation standards, with medians holding in the 85-93 range throughout the decade.

That consistency holds up when examined year by year rather than just as period averages. Median scores ranged from **84.7** (in 2025-26) to **93.1** (in 2021-22), with most years falling in the upper **80s** to low **90s**. The historical period produced **10** applications scoring below **70**, whereas the recent period saw just **2**, suggesting that whatever caused those early outliers has largely been addressed. For applicants, this stability means proposals can be benchmarked against historical patterns with confidence, in that an application scoring in the mid-**80s** today faces roughly the same competitive position it would have faced five years ago. For program administrators, the consistent spread confirms that the scoring rubric produces meaningful differentiation rather than clustering applications around a single value. This stability becomes particularly relevant in the [organizational learning analysis](#), where we examine whether repeat applicants have improved their scores over time.

Analysis 3: Organization Participation



*Figure 3: **Preble Street** leads with 33 applications and an 85% funding rate, followed by **Milestone Recovery** with 11 applications.*

With stable application volume established in [Analysis 1](#) and consistent scoring confirmed above, the question of organizational diversity becomes central. Rowen asked whether the program is accessible to a broad range of community organizations or dominated by a small number of recurring applicants. Organizational participation reveals a tiered structure, with a small group of experienced applicants generating significant application volume, while numerous organizations participate occasionally.

Preble Street submitted **33** applications across the decade (*averaging more than three per year*) and achieved an **85%** funding rate, demonstrating both consistent engagement and strong application quality. Notably, **Preble Street** applied in every fiscal year from 2016-17 through 2025-26, providing program continuity across the full observation period. **Milestone Recovery** followed with **11** applications and a **91%** success rate, with applications concentrated in the historical period (2016-2021). **Catholic Charities Maine** submitted **11** applications with a notably lower **36%** funding rate, though their participation spanned all ten years of the decade.

44 unique organizations applied during the historical period versus **33** during the recent period, though this comparison requires caution since the historical period spans six years versus four for the recent period. Adjusting for duration suggests roughly comparable organizational diversity, and new entrants during the recent period include **Hope Acts**, **Greater Portland Family Promise**, and **Through These Doors**, indicating the program continues attracting new participants even as established organizations maintain strong presence.

Wayside Food Program achieved **100%** funding success across **10** applications, suggesting either exceptional application quality or strong program-mission alignment. The contrast with **Catholic Charities Maine's 36%** rate (*despite similar application volume*) shows that organizational experience alone doesn't guarantee funding success, and underscores that the scoring patterns observed in [Analysis 2](#) translate into meaningful differences in funding outcomes.

Year-by-Year Patterns

That contrast between **Wayside's** full funding record and **Catholic Charities Maine's** struggles suggests the aggregate counts may be hiding something, in that summary statistics can't distinguish between organizations achieving success through steady, year-after-year engagement versus those riding a roller coaster of fully-funded years followed by complete rejections. Breaking down each organization's funding requests by year, with bar colors indicating whether applications received funding, brings these underlying patterns into focus and helps explain why two organizations with similar application counts can end up with such different outcomes.

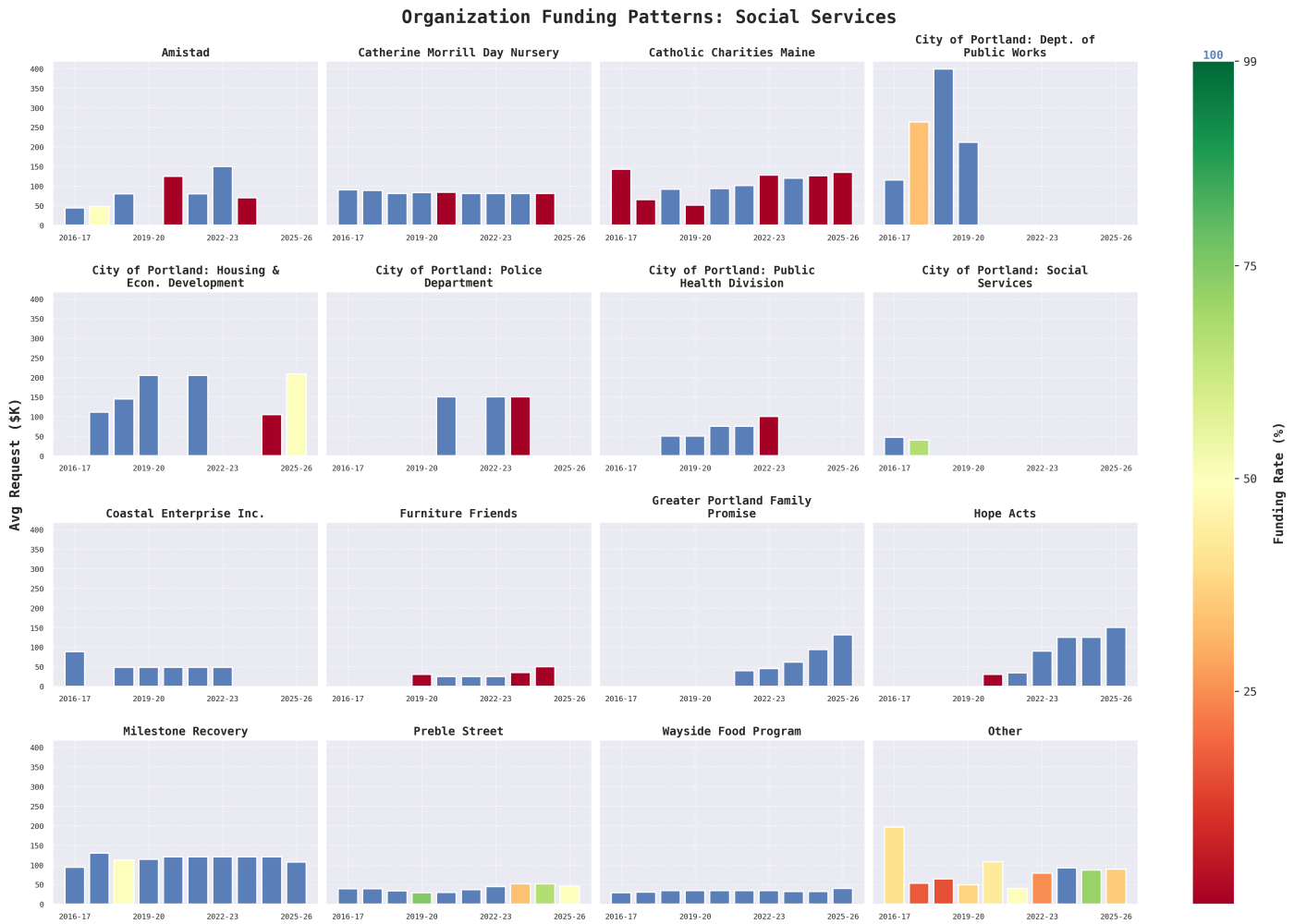


Figure 3b: Request sizes and funding success varied substantially across organizations and years, with bar colors indicating funding rate (red for unfunded, orange for low partial, yellow for partial, green for high, and blue for full funding).

Catholic Charities Maine turns out to be a story of extreme volatility rather than consistent struggle, with six years showing red bars (meaning none of their applications were funded that year) and four years showing blue (meaning all were funded), and remarkably nothing in between. Their request sizes ranged from **\$51K** to **\$143K**, which falls squarely within normal **Social Services** ranges, meaning the issue isn't that they're asking for too much but rather that something about their applications resonates strongly in certain years while missing the mark entirely in others. **Wayside Food Program** could hardly be more different, with blue bars appearing every single year for a decade running because every application they submitted received full funding. Their requests stayed modest throughout, between **\$29K** and **\$40K**, but the consistency itself seems to matter as much as the dollar amounts, suggesting that organizations with stable, well-aligned programming may fare better than those pursuing more ambitious or variable initiatives.

Preble Street's panel adds another dimension to this picture, because their **85%** aggregate success rate masks a story of two distinct periods. Through most of the historical period they earned blue bars year after year, applying consistently with requests between **\$29K** and **\$44K** and building the track record that made them the program's most prolific participant. But the last three years look markedly different, with 2023-24 showing an orange bar (just **33%** of applications funded), followed by yellow in 2024-25 (**67%**) and again in 2025-26 (**50%**). Whether this recent softening reflects changing program priorities, intensified competition from newer organizations, or shifts in **Preble Street's** own programming remains an open question, though the pattern warrants attention given the organization's historical role in the program.

The "Other" panel, which aggregates the many smaller applicants who don't appear individually, shows participation distributed throughout the decade rather than clustered in particular periods, meaning organizations beyond the top fifteen have found consistent entry points into the program over the years. Among the newer entrants who do appear individually, **Hope Acts** offers an encouraging trajectory, progressing from an initial red bar in 2020-21 (when their first application went unfunded) to consistent blue bars in every subsequent year as they found their footing with the program. **Greater Portland Family Promise** has been fully funded in all five years since joining the applicant pool in 2021-22, demonstrating that newer organizations can achieve consistent success when their programming aligns well with community priorities. Taken together, these patterns suggest a program that remains accessible to new participants while sustaining engagement from established ones, which bodes well for the diversity of the applicant pool going forward. Whether year-over-year engagement translates into scoring advantages becomes relevant in the [organizational learning analysis](#).

Analysis 4: Funding Requests & Scoring

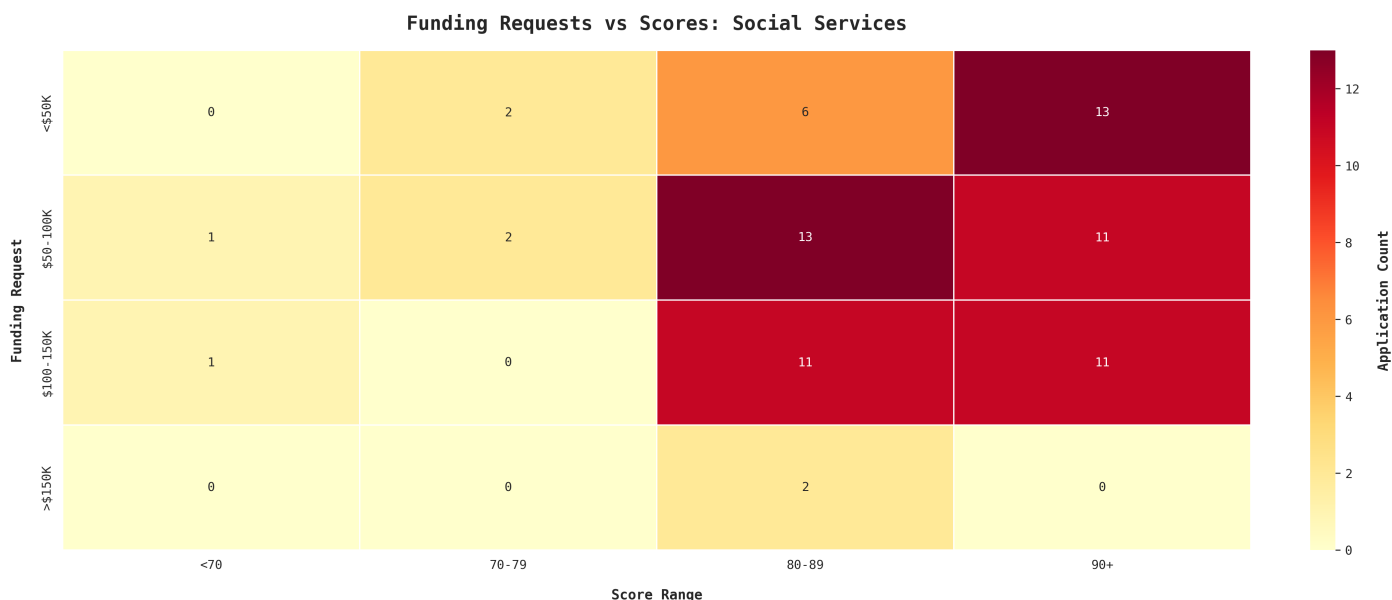


Figure 4: Most **Social Services** applications request under **\$150K**, with concentrations in higher score ranges.

The wide variation in funding success rates observed in [Analysis 3](#) prompted a closer look at request sizes, addressing a question Rowen had posed about whether larger funding requests might be penalized regardless of merit. **Social Services** applications clustered primarily in request ranges below **\$150,000**, with **6** applications requesting less than **\$50,000** while scoring in the **80-89** range, and **13** applications in the same request tier achieving scores above **90**.

Larger requests (exceeding **\$150,000**) showed more variable scoring outcomes, in that several high-dollar applications scored well, though the concentration is notably thinner than for modest requests. This pattern may reflect evaluator skepticism toward ambitious funding requests, or simply that organizations with larger operational needs face more

complex capacity assessments. The **90+** score range contained applications across all request tiers, confirming that funding amount alone doesn't determine scoring outcomes, a finding that reinforces the [Analysis 2](#) observation that scoring differentiates effectively regardless of project scale.



Figure 4b: **Funded** and **unfunded** applications separate primarily by score, not request size, though some overlap exists in the 70-92 range.

The heatmap's binned view obscures individual application patterns, so examining each application as a separate point helps clarify the relationship between request size and funding outcomes. The scatter plot reveals that **funded** applications (**green**) averaged **90.0** points compared to **84.3** for **unfunded** (**orange**), a gap of nearly **6** points that explains most funding decisions. Request amounts themselves show almost no relationship with scores overall ($r = -0.11$), meaning organizations asking for **\$200,000** weren't systematically penalized relative to those requesting **\$25,000**. That said, within the funded group, larger requests did correlate with somewhat lower scores ($r = -0.40$), hinting that ambitious budget requests face slightly higher quality thresholds. The practical takeaway for applicants is that proposal quality matters far more than budget size, though organizations pursuing larger awards should expect to demonstrate correspondingly stronger cases for their capacity and impact. Whether typical request sizes have changed over time is examined in the [Decade in Review](#), where **Social Services** requests prove remarkably stable across the full ten years.

Analysis 5: Priority Categories

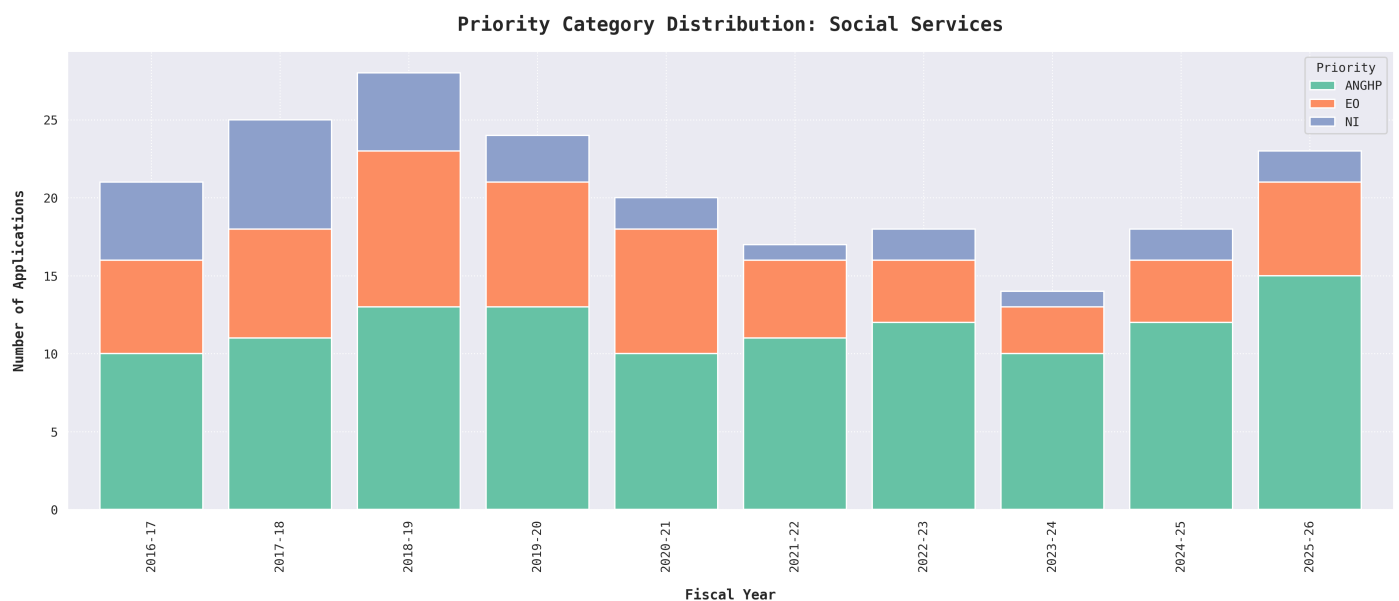


Figure 5: **ANGHP** dominates **Social Services** priorities, accounting for **67.1%** of recent applications.

Having established that application size doesn't determine scoring outcomes, the next logical dimension to examine is the *type* of community need being addressed. Organizations must select a priority category when applying, and if certain priorities correlate with funding success, that pattern could reveal biases in the evaluation process or shifts in community conditions. Priority category distribution has also changed substantially over the decade, telling a story about how Portland's challenges have evolved. **ANGHP** now represents **49** of **73** recent **Social Services** applications (67.1%), whereas **Economic Opportunity** accounts for **17** applications (23.3%). **Neighborhood Investment** and

Housing Availability received minimal **Social Services** applications in the recent period.

This concentration reflects Portland's escalating homelessness challenges, with community organizations realigning their programs to address immediate needs. The historical period showed greater priority diversity, with **EO** maintaining stronger representation. The shift toward **ANGHP** doesn't indicate declining interest in economic development so much as organizations' responsiveness to community conditions and funding priorities. When combined with the organizational patterns from [Analysis 3](#), this suggests that experienced applicants like **Preble Street** have pivoted their programming to address homelessness, contributing to both the priority concentration and the high funding rates observed earlier. That said, concentrating two-thirds of **Social Services** funding in a single priority category creates vulnerability if federal homelessness funding priorities shift or if **HUD** reallocates **CDBG** resources toward other community development goals, and the **Consolidated Plan** process may want to consider whether maintaining capacity in **EO** and other priorities serves Portland's long-term interests even when immediate homelessness needs feel most pressing.



*Figure 5b: **ANGHP** applications achieve the highest funding rate (75.9%) and the tightest score distributions, whereas **EO** and **NI** show wider spreads and lower success rates.*

The distribution shift toward **ANGHP** raises a natural question about whether different priorities face different scoring thresholds for funding. If **ANGHP** applications were funded at lower scores than **EO** applications, that would suggest the evaluation process favors homelessness-related programming regardless of quality. The data tell a more nuanced story. **ANGHP** applications actually score highest on average, with funded proposals averaging 91.7 points compared to 89.0 for **EO** and 73.9 for **NI**. The funding rate differences, namely 75.9% for **ANGHP** versus 50.8% for **EO** and 44.0% for **NI**, appear to reflect application quality rather than evaluator bias. **EO** applications show the widest score gap between funded and unfunded outcomes (8.8 points), suggesting that economic development proposals vary more in quality than homelessness services applications. The **NI** category's lower scores and funding rates likely reflect that most neighborhood investment projects align better with the [Construction](#) category, leaving **Social Services NI** applications as something of a mismatch for the program's evaluation criteria.

Analysis 6: Scoring Component Effectiveness



Figure 6: Mean component scores reveal which evaluation dimensions best differentiate **funded** from **unfunded** applications.

The **27-point** score spread observed in [Analysis 2](#) invites a deeper look at what drives the differences between high and low performers. Rowen specifically asked whether the scoring categories are effective at differentiating applications, and breaking down total scores into their four components addresses this directly. Comparing mean scores between **funded** and **unfunded** applications reveals where successful proposals distinguish themselves:

- **Priority Impact** shows the largest differential ($\Delta = +2.9$ points), suggesting evaluators weight community alignment heavily when making funding decisions
- **Guiding Principles** and **Capacity to Deliver** show moderate differentials ($\Delta = +2.1$ to $+2.5$ points)
- **Partnership Collaboration** shows the smallest gap ($\Delta = +1.6$ points)

This pattern suggests that applicants seeking to improve their competitiveness should focus first on demonstrating strong alignment with priority goals and clear organizational capacity, which helps explain why organizations like **Preble Street** and **Wayside Food Program** achieved the high funding rates noted in [Analysis 3](#). **Partnership** scores, while contributing to overall totals, appear less decisive in funding outcomes, which may warrant attention during rubric review if the intent is for all four components to carry similar weight. Given the **ANGHP** concentration observed in [Analysis 5](#), the strength of **Priority Impact** particularly aligns with expectations, as organizations demonstrating clear alignment with homelessness response emerge as stronger candidates.

Social Services Synthesis

Social Services applications reflect a mature, engaged applicant community where experienced organizations like **Preble Street** provide program continuity while newer entrants expand the participant base. Scoring consistency across periods suggests stable evaluation standards, and the component breakdown shows **Priority Impact** and **Guiding Principles** producing the largest gaps between **funded** and **unfunded** applications. The pronounced shift toward homelessness-related priorities reflects community needs rather than program limitations, though it raises questions about whether other priority areas receive sufficient attention, a theme explored further in the [Conclusion](#). The [Construction analysis](#) that follows reveals contrasting patterns, with municipal applicants and physical infrastructure creating a distinctly different program dynamic.

Construction & Development Analysis

Analysis 1: Application Volume Trends

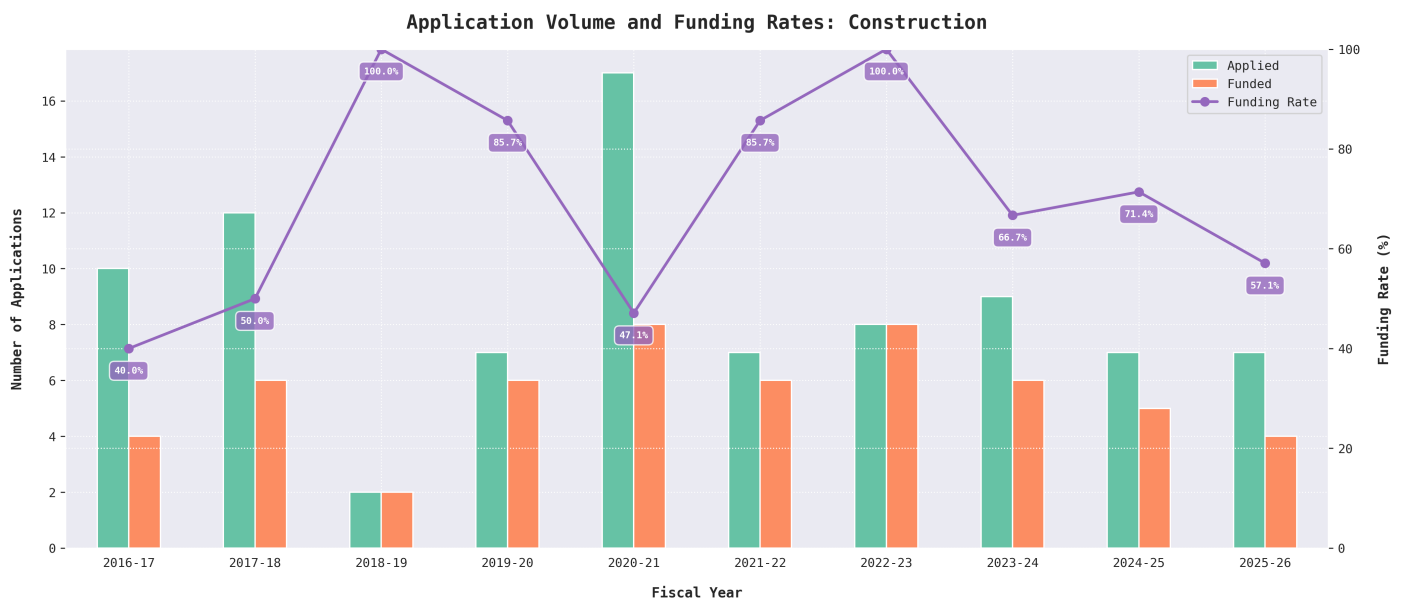


Figure 1: **Construction** applications maintained relatively stable volume, with 7-8 applications annually in recent years.

Turning to **Construction**, the application patterns differ markedly from **Social Services**, reflecting the project-based nature of capital improvements. Where **Social Services** showed steady volume with modest recent decline, **Construction** exhibited more pronounced variability. The historical period showed a peak in 2020-21 (recording 17 applications), alongside troughs in 2018-19 and 2019-20 (just 2-7 applications). Recent years stabilized around 7-8 applications annually, suggesting a predictable pipeline of infrastructure projects.

Funding rates improved dramatically in the recent period, rising to 74.2% from the historical 58.2%, contrasting sharply with the **Social Services** decline noted earlier. This 16 percentage point increase may reflect better alignment between applications and available funding, improved application quality, or changes in the competitive landscape, and the **Construction** category's smaller applicant pool means individual organizational decisions significantly impact annual volumes, a dynamic that becomes clearer in [Analysis 3](#) when examining which organizations participate.

Analysis 2: Score Distributions



Figure 2: **Construction** scores remained consistent, with means of 79.0 (recent) and 79.1 (historical).

The scoring consistency observed in **Social Services** carries over to **Construction**, where application scores distributed nearly identically between periods. Recent scores ranged from 51.8 to 90.4, with a mean of 79.0, whereas historical scores spanned 53.5 to 95.9, with a mean of 79.1. The virtual equivalence of these means (within 0.1 points) reflects remarkable scoring stability over time.

Construction scores averaged about **8** points lower than **Social Services**, a notable contrast to the **87**-point means observed in the [Social Services analysis](#). This gap likely reflects different evaluation considerations for capital projects versus service programs. Physical improvements involve more complex feasibility assessments, permitting uncertainties, and cost estimation challenges that may reduce scores in capacity-related dimensions, and the consistent gap between categories suggests this reflects genuine differences in project complexity rather than evaluator bias. The [scoring component breakdown](#) later in this section examines which specific dimensions account for **Construction's** lower scores.

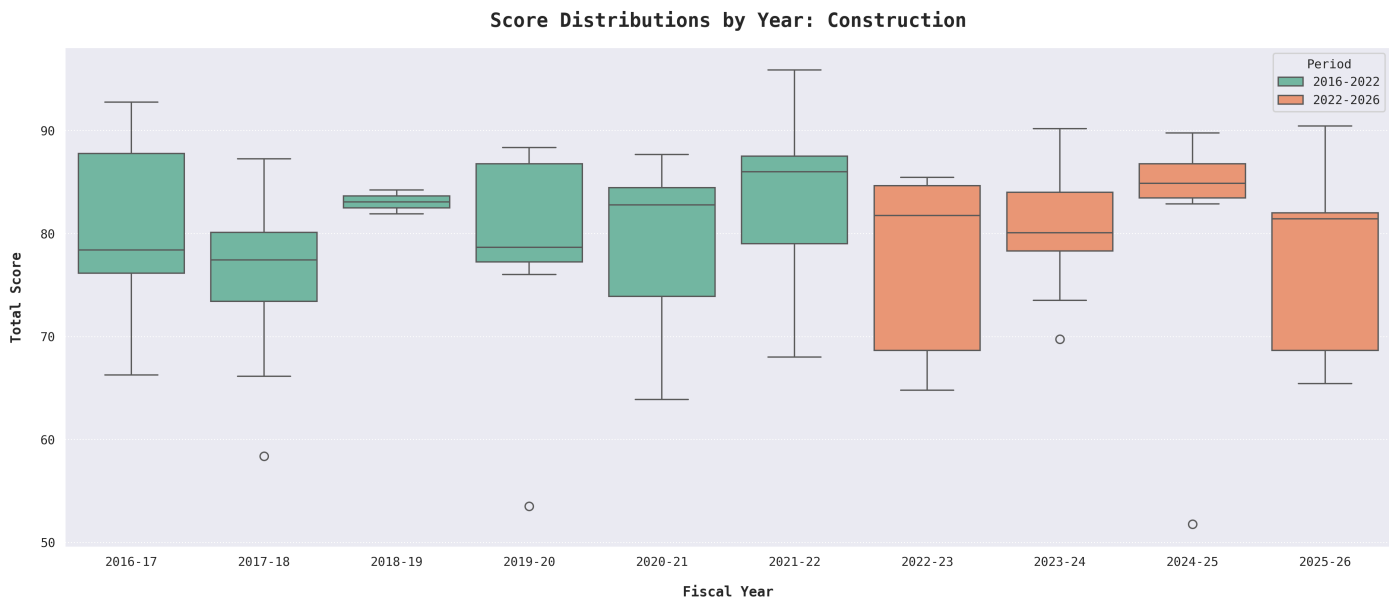


Figure 2b: Year-by-year score distributions confirm consistent evaluation standards for **Construction**, with medians holding in the 77-86 range despite greater variability than **Social Services**.

The year-by-year breakdown reveals more volatility in **Construction** scoring than **Social Services** exhibited, with annual medians ranging from **77.4** (in 2017-18) to **86.0** (in 2021-22). This wider range reflects the category's smaller sample sizes, where a single strong or weak application can shift the year's profile substantially. Low-scoring outliers appeared throughout the decade, including applications scoring in the **50s** in 2017-18, 2019-20, and 2024-25, typically representing ambitious projects that encountered feasibility concerns. The higher variability compared to [Social Services](#) underscores why capital projects face different evaluation dynamics, but the absence of systematic upward or downward drift confirms that evaluators have maintained consistent standards even as individual years fluctuate. For organizations considering **Construction** applications, the decade-long consistency offers reassurance that strong proposals will face fair evaluation based on demonstrated merit rather than shifting standards, a point reinforced by the [organizational learning analysis](#) later in this report.

Analysis 3: Organization Participation

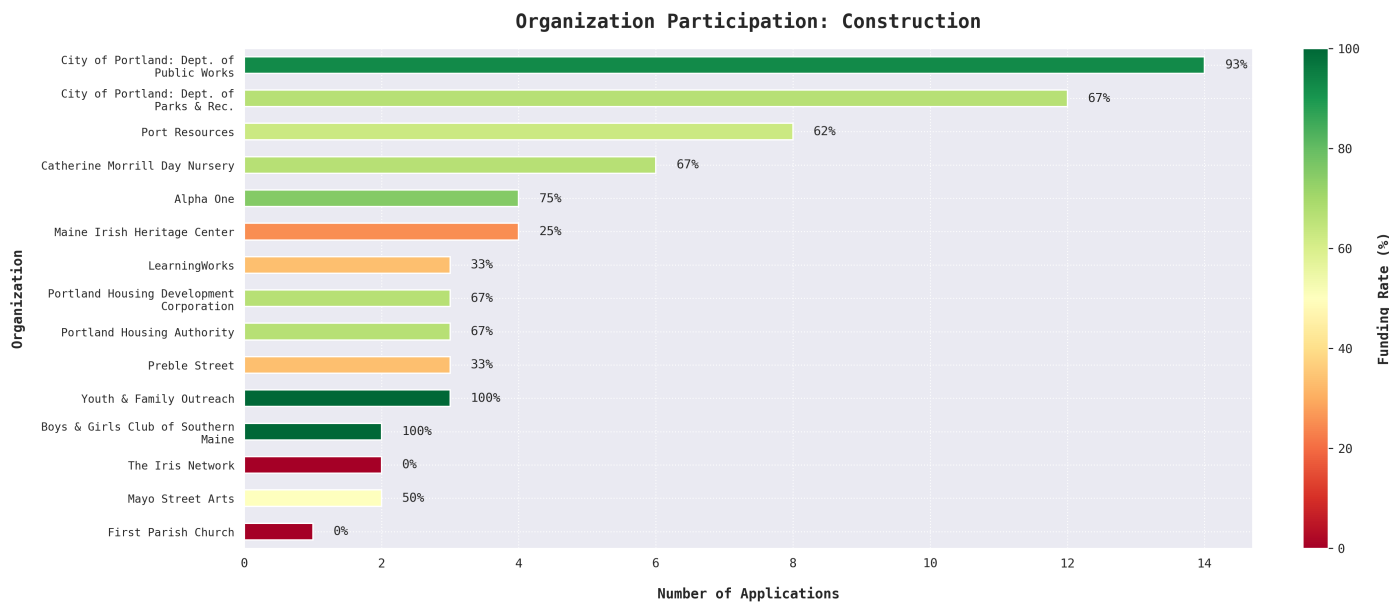


Figure 3: City departments dominate Construction applications, with Public Works leading at 14 submissions.

The organizational landscape for **Construction** differs markedly from **Social Services**, with municipal departments playing a central role that shapes the category's character. Where **Social Services** featured **Preble Street's** nonprofit

dominance, **Construction** shows **City of Portland Department of Public Works** as the leading applicant, submitting **14** applications and achieving **93%** funding success. This reflects the city's dual role as both program administrator and applicant for infrastructure improvements. Other **City departments** (*Parks, Recreation and Facilities*) contributed an additional **12** applications.

Non-governmental applicants included:

- **Port Resources:** 8 applications, **62%** funded
- **Catherine Morrill Day Nursery:** 6 applications, **67%** funded
- **Alpha One:** 4 applications, **75%** funded

The **Construction** category attracted **25** unique organizations during the historical period versus **14** in the recent period, though the shorter timeframe explains much of this difference. Beyond raw counts, the prominence of municipal applicants creates an unusual dynamic, with the program administrator competing alongside community organizations. While this arrangement ensures public infrastructure receives **CDBG** investment, it may affect perceptions of program accessibility among potential applicants, and the concentration also helps explain the funding rate improvement noted in [Analysis 1](#), as municipal applicants with established capacity tend to submit well-prepared applications.

Year-by-Year Patterns

The aggregate figures above show **Port Resources** at **62%** funding success and **Catherine Morrill Day Nursery** at **67%**, but these summary rates leave open the question of whether their unfunded applications clustered in particular years or spread evenly across the decade. Breaking down each organization's activity by year brings the underlying patterns into focus, revealing why some organizations struggle to achieve consistent results while municipal departments maintain strong track records throughout.

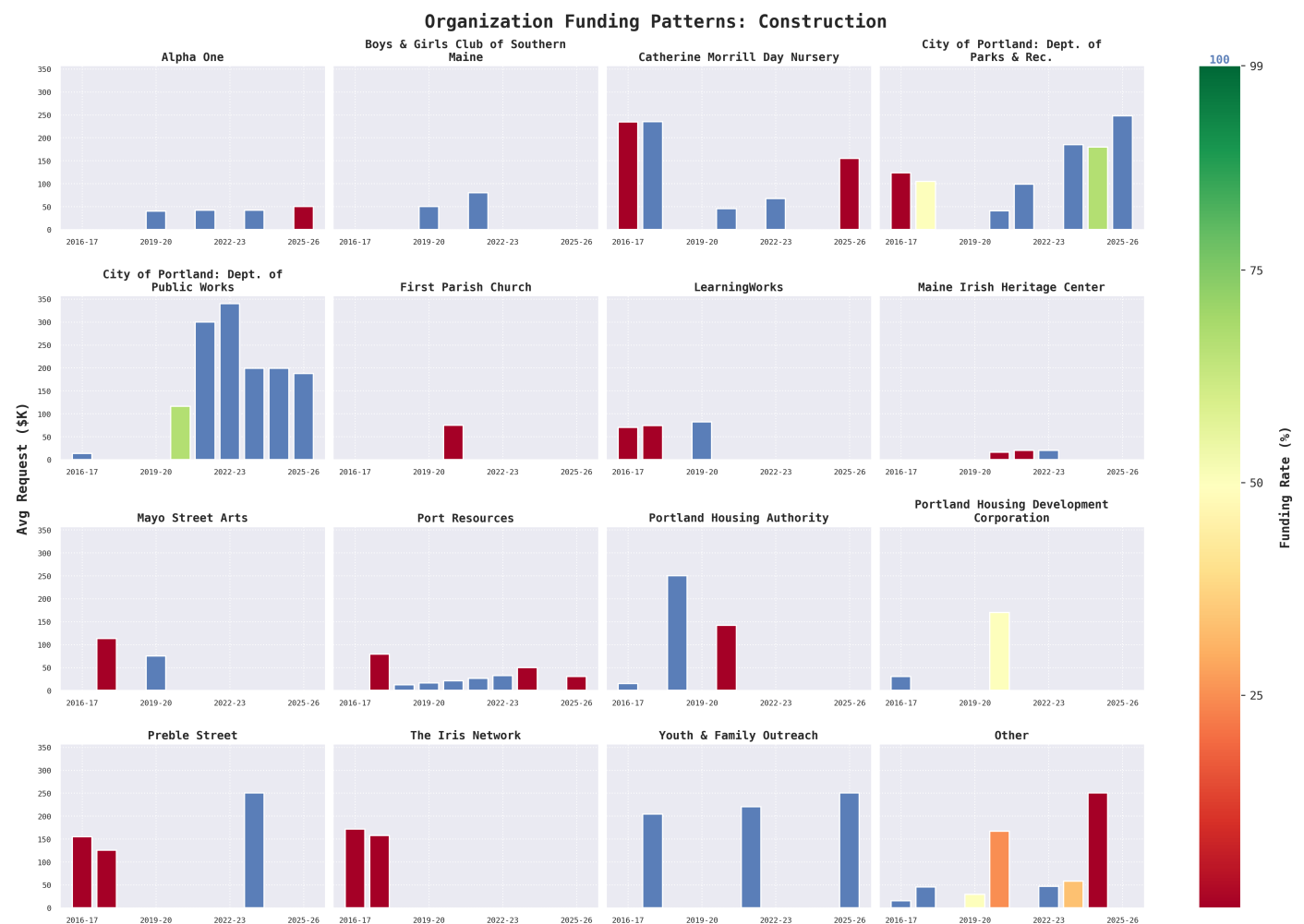


Figure 3b: Request sizes and funding success varied substantially across organizations and years, with bar colors indicating funding rate (red for unfunded, orange for low partial, yellow for partial, green for high, and blue for full funding).

The **City of Portland Department of Public Works** panel demonstrates that municipal departments can succeed across a remarkably wide range of project scales, with requests ranging from just **\$13.5K** in 2016-17 all the way up to **\$340K** in 2022-23. Most years show blue bars indicating full funding, meaning the department has learned how to navigate the application process effectively regardless of whether they're pursuing modest accessibility improvements or major infrastructure projects. The one yellow bar in 2020-21 (*when 67% of their requests were funded*) stands out

precisely because it's such an exception to their otherwise consistent success. **Parks & Recreation** follows a similar trajectory with requests spanning \$41K to \$248K, reinforcing that the institutional knowledge municipal departments bring to the application process translates into reliable outcomes even when project scales vary substantially from year to year.

Catherine Morrill Day Nursery tells a more complicated story, one where request size appears to influence outcomes in ways that aren't entirely predictable. Their two largest requests (\$234K in 2016-17 and \$235K in 2017-18) produced opposite results, with the first going completely unfunded while the second received full funding despite being nearly identical in size. When they scaled back to more modest requests in the \$45K-\$68K range in 2020-21 and 2022-23, every application succeeded. But their 2025-26 application at \$155K returned to red, suggesting that something about larger capital requests from this organization introduces uncertainty that smaller projects don't face, whether that reflects capacity concerns, competition for limited construction funds, or simply the inherent unpredictability of infrastructure project evaluation.

Port Resources shows perhaps the clearest evolution over time, beginning with an unfunded \$79K application in 2017-18 before finding a formula that worked. Their subsequent applications stayed in the \$12K-\$32K range and achieved consistent blue bars through 2022-23, suggesting they had identified a sweet spot for their organization within the program. But recent applications in 2023-24 and 2025-26 returned to red despite maintaining those modest request sizes, indicating that factors beyond scale have begun affecting their outcomes in ways the earlier pattern didn't predict. The "Other" panel, aggregating smaller applicants who don't appear individually, confirms that participation from community organizations spans the full decade, meaning the municipal concentration visible in the top panels hasn't precluded entry for nonprofits with appropriately-scaled capital projects. This sustained diversity of applicants suggests that **Construction** funding remains accessible to organizations beyond City departments, even as those departments account for the category's highest volume and success rates.

Analysis 4: Funding Requests & Scoring

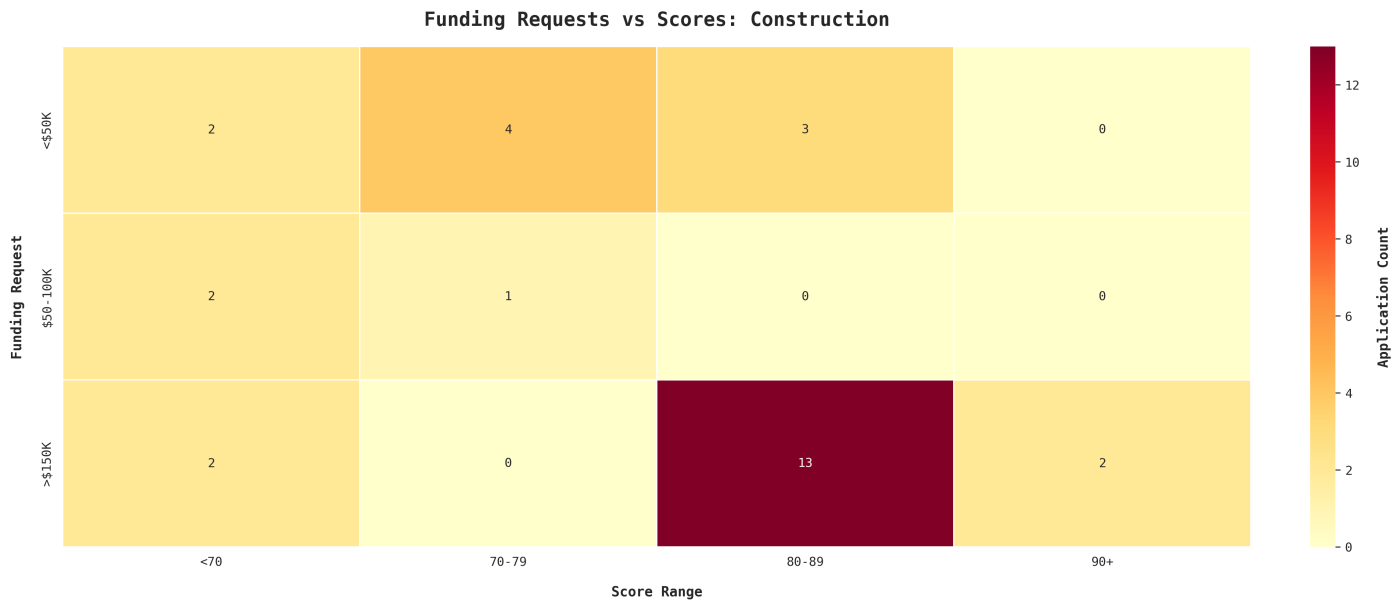


Figure 4: **Construction** requests skew larger, with concentrations in the \$150K+ range.

Given that municipal departments dominate **Construction** applications, examining whether these better-resourced organizations also request larger awards seems warranted. The data confirm that **Construction** funding requests differ substantially from **Social Services**, reflecting both capital project costs and the different organizational profile identified in [Analysis 3](#). Where **Social Services** clustered below \$150,000, the **Construction** heatmap shows concentration in larger request tiers, with multiple applications seeking more than \$150,000. Projects scoring in the 80-89 range spanned all request sizes, meaning well-designed smaller projects can compete effectively against major infrastructure proposals.

The 90+ score range contained relatively few **Construction** applications in the recent period, consistent with the lower overall scoring profile noted in [Analysis 2](#). Applications requesting under \$50,000 were relatively uncommon, suggesting most construction needs require substantial investment to achieve meaningful impact, and this larger scale of requests contributes to the funding gap patterns examined in the [Decade in Review](#) section.



Figure 4b: **Funded** and **unfunded Construction** applications separate clearly by score, with a **12.5-point** gap between group means.

The scatter plot sharpens the heatmap's message considerably. **Funded** applications (*green*) clustered in the **80-90** score range with a mean of **82.4**, whereas **unfunded** applications (*orange*) fell mostly between **50** and **75**, averaging just **69.9**. This **12.5-point** gap between funded and unfunded means is substantially wider than the **6-point** gap observed in [Social Services](#), suggesting **Construction** evaluations produce clearer differentiation between strong and weak proposals. Request size had essentially no bearing on outcomes, with funded applications ranging from **\$15,000** to **\$340,000** across the full score range. For organizations considering **Construction** applications, the takeaway mirrors **Social Services** but with even sharper emphasis, namely that proposal quality determines success while budget ambition does not penalize otherwise strong applications. The [Decade in Review](#) reveals that **Construction** request sizes have grown substantially over the decade, likely reflecting inflation in materials and labor costs.

Analysis 5: Priority Categories

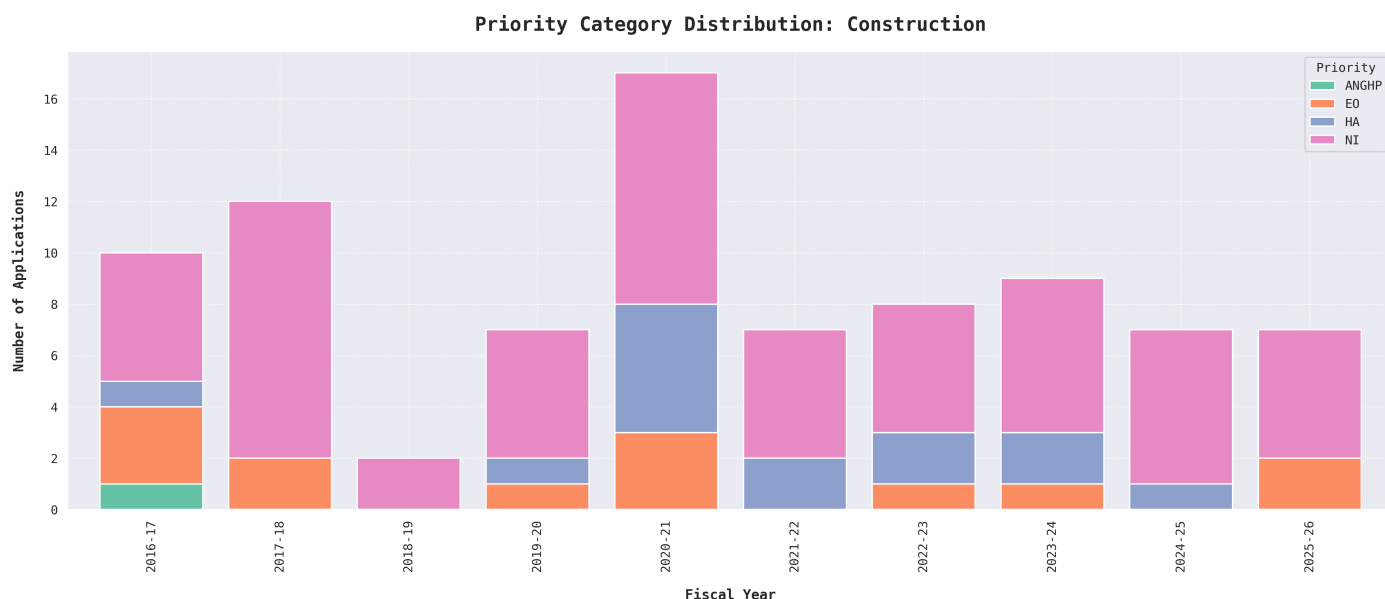


Figure 5: **Neighborhood Investment** dominates **Construction**, with **71.0%** of recent applications.

Construction tells a different story than **Social Services**. Rather than clustering around **ANGHP**, applications here concentrated overwhelmingly on **Neighborhood Investment**, which accounted for **22** of **31** recent submissions (**71.0%**). **Housing Availability** represented **5** applications (**16.1%**), with **Economic Opportunity** at **4** applications (**12.9%**). No **Construction** applications addressed **ANGHP** priorities in the recent period, presenting a stark contrast to the **67%** **ANGHP** concentration observed in **Social Services**.

This makes sense given the category's focus on physical improvements. Sidewalk repairs, playground upgrades, and facility renovations align naturally with **Neighborhood Investment** goals. **Housing Availability** projects typically involve renovation or accessibility improvements to residential facilities, whereas **EO** construction often supports childcare or job training facilities. The absence of **ANGHP** construction suggests that Portland's homelessness response has concentrated on service provision rather than capital projects, a pattern worth noting for future **Consolidated Plan** discussions.



Figure 5b: **Neighborhood Investment** applications show the clearest score separation between **funded** and **unfunded** outcomes, with **Housing Availability** achieving the highest funding rate.

Given that **Construction** applications concentrate so heavily on **Neighborhood Investment**, examining whether different priorities face different scoring thresholds matters for understanding program dynamics. **NI** applications (which dominate the category at 56 total) averaged 82.9 for funded proposals versus 70.6 for unfunded, a 12.3-point gap that mirrors the category-wide pattern noted in [Figure 4b](#). **Housing Availability** achieved the highest funding rate at 71.4% with a 14.8-point gap between funded (85.7) and unfunded (70.9), suggesting that housing-focused capital projects face rigorous but fair evaluation. **Economic Opportunity** construction showed more modest differentiation (8.6 points) with 53.8% success. The lone **ANGHP** construction application went unfunded at 78.2 points, a score that would typically succeed in other priorities, reinforcing that homelessness-related capital projects may not align well with **Construction** evaluation criteria, and perhaps explaining why organizations have channeled homeless response through **Social Services** programming instead.

Analysis 6: Scoring Component Effectiveness



Figure 6: **Construction** applications show similar scoring patterns, with **Priority Impact** and **Guiding Principles** differentiating **funded** from **unfunded** proposals.

The **Social Services** scoring breakdown revealed **Priority Impact** as the key differentiator, but **Construction** projects involve greater complexity in permitting, contractor management, and cost estimation, suggesting that **Capacity to Deliver** might carry more weight. In practice, **Construction** applications show **Priority Impact** and **Guiding Principles** as nearly tied for strongest discriminator between **funded** and **unfunded** proposals, both with differentials around $\Delta = +3.7$ points, indicating that successful capital projects demonstrate clear alignment with community development goals and program principles. **Capacity to Deliver** shows a meaningful gap as well ($\Delta = +2.3$ points), reflecting the heightened scrutiny applied to organizations undertaking physical improvements that require permitting, contractor management, and cost estimation, and helping explain the lower average scores noted in [Analysis 2](#).

Partnership Collaboration again shows the smallest differential, suggesting that while collaborative relationships support applications, they are less decisive than demonstrated capacity and priority alignment. This finding echoes the [Social Services pattern](#), and taken together, suggests that across both categories, applicants should prioritize demonstrating priority alignment and organizational readiness. For organizations pursuing **Construction** funding specifically, investing in feasibility documentation and clear project timelines appears more impactful than expanding partnership networks.

Construction Synthesis

Construction shows stable but distinct patterns from **Social Services**. Municipal departments serve as major applicants, creating infrastructure investment alongside community organization projects, and scoring profiles run slightly lower but remain consistent over time, with the component breakdown revealing that **Capacity to Deliver** receives particular weight for capital projects. The improved recent funding rate suggests either better-calibrated requests or increased funding availability, and priority concentration on **Neighborhood Investment** reflects the category's inherent focus on physical community improvements. The [Comparative Insights](#) section that follows synthesizes these category-level findings, while the [Decade in Review](#) examines dollar-denominated funding patterns that span both categories.

Comparative Insights

Having examined **Social Services** and **Construction** independently through six parallel analyses each, synthesizing findings across categories illuminates broader program dynamics and addresses how the two funding streams interact. The patterns documented above, from **Preble Street's** dominance in **Social Services** to **Public Works'** prominence in **Construction**, from the **ANGHP** priority concentration to **Neighborhood Investment's** stability, combine to paint a comprehensive picture of **CDBG** program activity.

Category Distinctions

Social Services and **Construction** applications serve different community functions, and attract different organizational types. **Social Services** dominated overall volume, with **208** of **294** applications (**70.7%**), whereas **Construction** contributed **86** applications (**29.3%**). This ratio held steady across both periods, suggesting established patterns in how organizations engage with each funding stream.

Funding request sizes differed substantially between categories:

Category	Average Request	Typical Range
Social Services	~\$84,000	Under \$150K
Construction	~\$114,000	\$50K-\$250K

Despite larger individual requests, **Construction's** smaller application volume meant **Social Services** still represented the majority of total funding demand. This size differential becomes relevant in the [Funding Flow Analysis](#), where dollar-denominated analysis reveals the cumulative funding gap, and the [request trends analysis](#) shows that **Construction** requests have grown **66%** over the decade while **Social Services** requests remained flat.

Organizational Concentration

Both categories showed some organizational concentration, though patterns differed in ways that reflect their distinct characters. **Social Services'** top five applicants accounted for approximately **36%** of category applications, whereas **Construction's** top five accounted for roughly **51%**. The presence of municipal departments in **Construction's** top applicants, as noted in [that category's Analysis 3](#), explains much of this concentration.

New organizational entry appeared somewhat easier in **Social Services**, possibly because service programs can launch with smaller initial requests. **Construction** projects often require significant organizational capacity and matching funds, creating higher barriers for new applicants. The [Organizational Learning](#) analysis finds that experience has minimal effect on scores, meaning newcomers with strong proposals can compete effectively against established applicants.

Scoring Relationships

Score distributions revealed consistent category-level differences, with **Social Services** averaging about **8** points higher than **Construction**, as documented in each category's [Analysis 2](#). This gap persisted across both periods, suggesting systematic differences in how evaluators assess service programs versus physical projects, with the [Analysis 6 scoring breakdowns](#) revealing that **Capacity to Deliver** accounts for much of this difference. Whether this reflects category-appropriate standards or warrants recalibration is worth considering in the **Consolidated Plan** review process.

Within categories, the range from lowest to highest scores exceeded **40** points in both categories, providing substantial spread for funding decisions and addressing Rowen's question about whether scoring produces meaningful differentiation. The [request-score scatter plots](#) in each category visualize this differentiation clearly, with funded applications clustering **6** points higher in **Social Services** and **12.5** points higher in **Construction** than their unfunded counterparts. Neither category showed concerning patterns like score clustering that might indicate evaluation difficulties.



Decade in Review

The preceding category-specific analyses established that both **Social Services** and **Construction** maintain healthy application volumes, consistent scoring patterns, and diverse organizational participation. Several findings, particularly the **35%** unfunded rate and the contrast between categories, raised questions that benefit from a decade-long perspective. This section provides the longitudinal synthesis that Rowen requested as a stretch goal, and introduces dollar-denominated analysis that translates the funding rates documented earlier into concrete measures of unmet community need.

Application Volume Evolution

The ten-year view reveals a **CDBG** program with sustained community engagement. Total annual applications ranged from **23** to **37**, with no clear directional trend. The 2017-18 and 2020-21 fiscal years tied for peak volume (*each totaling 37 applications*), with the latter possibly reflecting pandemic-era community needs, whereas 2023-24 saw the lowest recent volume (*just 23 applications*).

Normalizing for fiscal year duration, the recent period averaged **26** applications annually, versus **31.7** for the historical period. This **18%** decline is worth monitoring, though it may simply reflect natural variation rather than waning program interest. One possible explanation is that strong funding rates in recent years discourage organizations with weaker proposals from applying, though the stable scoring patterns observed in both category analyses neither confirm nor refute this hypothesis.

Funding Rate Trajectory

The decade-long view shows overall funding rates holding essentially steady, building on the category-specific rates documented in each [Analysis 1](#). The recent period achieved **64.4%** overall funding rate, versus **65.3%** historically, meaning the program has maintained consistent approval rates even as the underlying category dynamics shifted considerably, particularly the [priority distributions](#) toward homelessness services. **Construction** improved substantially (*rising from 58.2% to 74.2%*) whereas **Social Services** declined (*from 68.1% to 60.3%*), with these offsetting trends producing the overall stability. This pattern aligns with the organizational dynamics noted in each category's [Analysis 3](#), where **Construction's** municipal applicants demonstrated particularly strong proposal quality.

What this means for applicants depends on which category they're pursuing. **Social Services** organizations now face a more competitive environment than earlier in the decade, with roughly three in five applications receiving funding compared to roughly two in three historically, whereas **Construction** applicants enjoy substantially better odds than before. For the program as a whole, the roughly two-in-three overall approval rate compares favorably to many competitive grant programs, though favorable approval odds don't necessarily translate to full funding, as the [Proration Patterns](#) analysis reveals.

Funding Flow Analysis

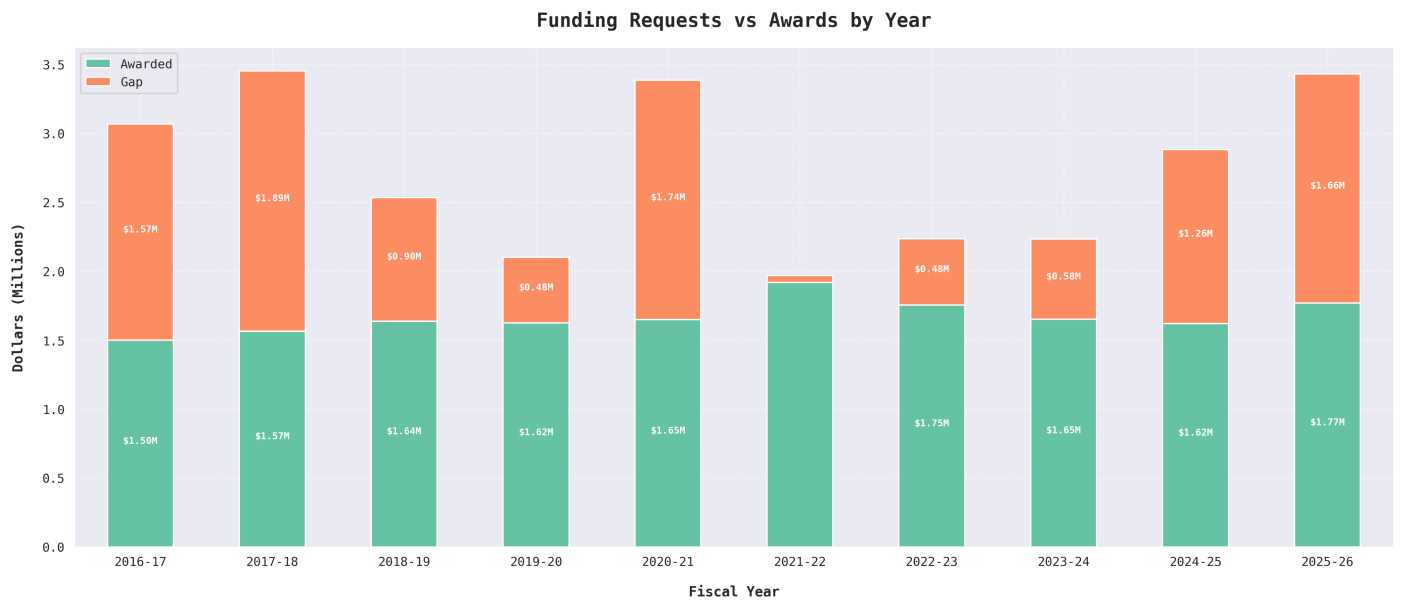
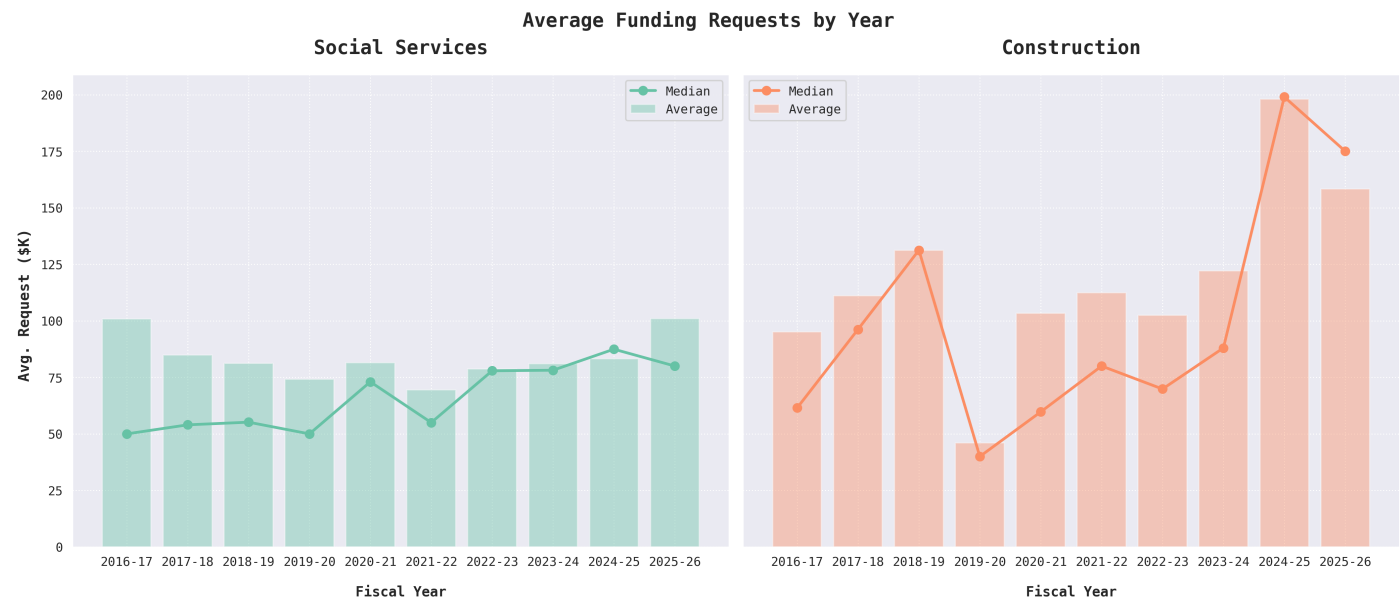


Figure 7a: The cumulative gap between funding requests and awards totals **\$10.6M** over the decade, documenting persistent unmet community need.

The funding rates documented in each [Analysis 1](#) show that roughly **35%** of applications go unfunded each year, but what does this mean in dollar terms? Translating approval rates into actual funding amounts reveals the magnitude of

unmet community need in terms the **Consolidated Plan** process requires. Organizations requested a cumulative **\$27.3M** over the decade, whereas the program awarded **\$16.7M**, resulting in a **\$10.6M** funding gap. This gap persisted across all ten fiscal years, ranging from under **\$100K** in lower-demand years to nearly **\$1.9M** during peak demand periods, and the funding gap serves as evidence for HUD allocation requests, with documented unmet need supporting arguments for increased federal investment. For the **Consolidated Plan** process, this analysis demonstrates that community organizations consistently identify more development opportunities than available funding can support, meaning the program operates under persistent demand pressure rather than struggling to identify worthy projects. When combined with the high quality of applications observed in the scoring analyses, this gap represents genuine community need rather than speculative or poorly-conceived proposals.



*Figure 7b: **Social Services** request sizes remained flat over the decade (+ 0.2%), whereas **Construction** requests grew substantially (+ 66.5%).*

The total-dollar view above reveals aggregate demand, but Rowen also asked how individual funding requests have evolved over time. Breaking down average request sizes by year and category tells two distinctly different stories. **Social Services** applications have held remarkably steady, averaging around **\$84,000** throughout the decade with no meaningful trend in either direction, suggesting that organizations have calibrated their asks to available funding levels and program norms. **Construction** applications tell a different story entirely, with average requests climbing from roughly **\$95,000** in 2016-17 to **\$158,000** in 2025-26, a **66.5%** increase that likely reflects inflation in materials and labor costs rather than expanding project ambitions. The [request-score analyses](#) in each category section established that larger requests don't face scoring penalties, so organizations can adjust their asks upward without disadvantaging their applications. For program planning purposes, this divergence matters because it suggests **Social Services** allocations may stretch roughly as far as they did a decade ago, whereas **Construction** funding buys progressively less infrastructure improvement each year. Organizations pursuing capital projects in future cycles should anticipate needing larger requests than historical averages might suggest, and the **Consolidated Plan** process may want to account for construction cost inflation when setting category allocations.

Proration Patterns

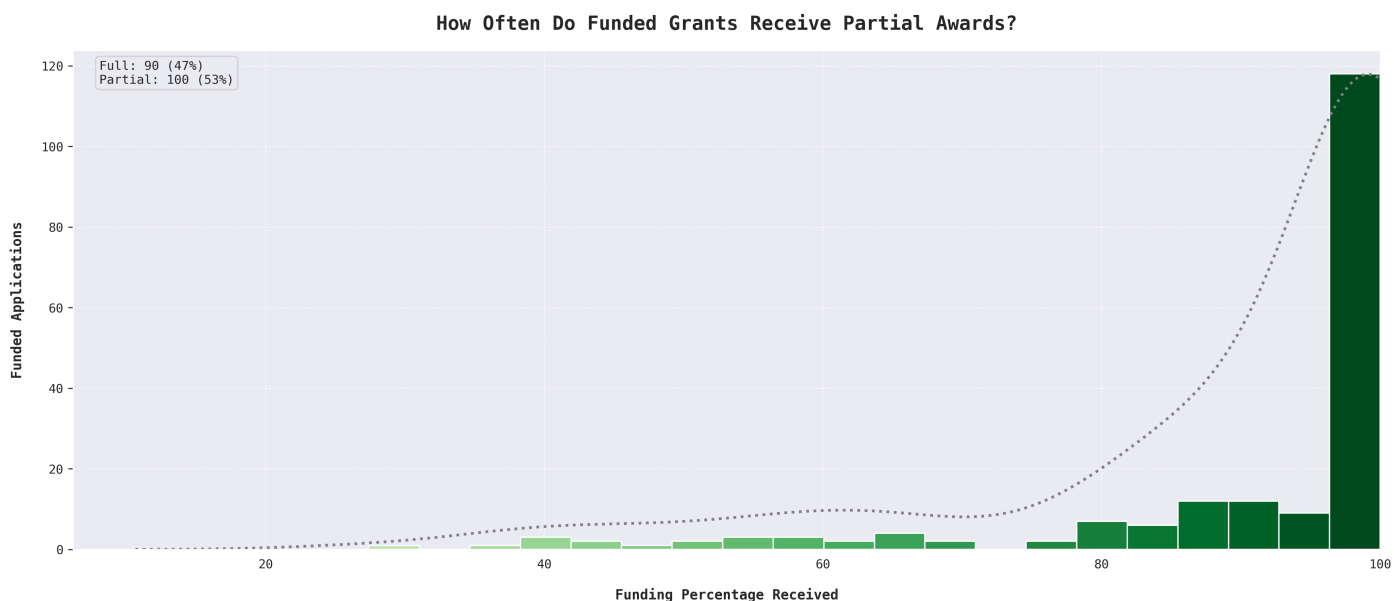


Figure 8: Approximately half of **funded** applications receive full awards, while the remainder face systematic proration.

The **\$10.6M** funding gap raises an obvious follow-up about how the program reconciles approved applications with limited funds. The answer is **proration**, wherein awards are reduced proportionally so more applicants receive partial funding rather than fewer receiving full amounts. Examining how awards compare to requests at the individual application level reveals patterns that directly inform applicant planning. Among **190** funded applications, roughly **half** received their full requested amount, whereas the remainder received partial awards. Proration rates ranged from **27%** to **100%** of requested funding, with clustering around **85-95%** during systematic proration years when the program applied uniform cuts across all awards.

This pattern offers practical guidance for applicants, meaning organizations should budget conservatively and anticipate potential **10-15%** reductions even for successful applications. The proration distribution also suggests that evaluators rarely fund low-scoring applications at reduced rates, instead applying cuts proportionally across approved projects when demand exceeds supply, an approach that rewards the strong applications identified through the [scoring component analyses](#) while ensuring more organizations receive some support. What this analysis cannot address is whether prorated projects complete successfully at the same rate as fully-funded ones, in that a **15%** budget cut might force scope reductions that undermine project goals, or it might simply trim administrative padding that wouldn't have affected outcomes anyway. Tracking project completion rates against proration levels would help determine whether the current approach of spreading partial funding across more applicants serves community needs better than concentrating full funding on fewer projects.

Organizational Learning



Figure 9: Experience explains little score variation ($r = 0.20$), meaning proposal quality matters more than familiarity with the process.

Given the organizational concentration documented in each category's [Analysis 3](#), it's worth asking whether repeat applicants gain a scoring advantage over newcomers. If so, the program might inadvertently favor established organizations regardless of proposal quality. Tracking individual organizations across their application histories suggests they don't. For organizations with at least five applications, the correlation between application sequence number and score is weak ($r = 0.20$), meaning experience explains only 4% of score variation. Project quality, organizational capacity, and year-to-year changes in evaluation context appear to matter far more than accumulated familiarity with the application process.

That said, some organizations do transition from **unfunded** to **funded** status over time, with initial rejections occasionally preceding eventual success. This supports continued outreach to organizations with early rejections, since an initial setback doesn't preclude future funding. Combined with the organizational diversity observed in both category analyses, the program appears to remain accessible to newcomers, though success depends primarily on proposal quality rather than accumulated experience.

Organizational Continuity

The decade shows remarkable organizational continuity, reinforcing the patterns from the [Social Services](#) and [Construction](#) organizational analyses. **Preble Street** applied in every single year from 2016-17 through 2025-26, as did several other major applicants, and this sustained engagement suggests the **CDBG** program has become embedded in organizations' funding strategies rather than serving as an occasional resource.

New organizations continue entering the applicant pool even as established participants maintain presence, resulting in a balance that supports both program stability and fresh perspectives on community needs. The [organizational learning analysis](#) confirms that experience provides minimal scoring advantage, meaning newcomers with quality proposals can compete on equal footing.

Limitations

A few factors limit this analysis and point to opportunities for future work:

- **Incomplete Current Data:** The 2025-26 fiscal year data remains incomplete at the time of analysis, meaning final funding decisions may differ from current records
 - **Scoring Anomalies:** Some historical records contained scoring anomalies (*including zero scores*) that may represent data quality issues rather than actual evaluation outcomes, as noted in the [Social Services Analysis 2](#) discussion
 - **Name Standardization:** Organizational name variations across years required manual standardization, particularly affecting **City departments** where naming conventions evolved over the observation period
 - **Equal Weighting:** The analysis treats all applications equally regardless of program type or scale, meaning a supplementary analysis weighting by funding request size might reveal different patterns
 - **Component Score Gaps:** The 2025-26 data contains only aggregate scores without component-level detail, limiting the [Analysis 6](#) findings for that year
-

Conclusion

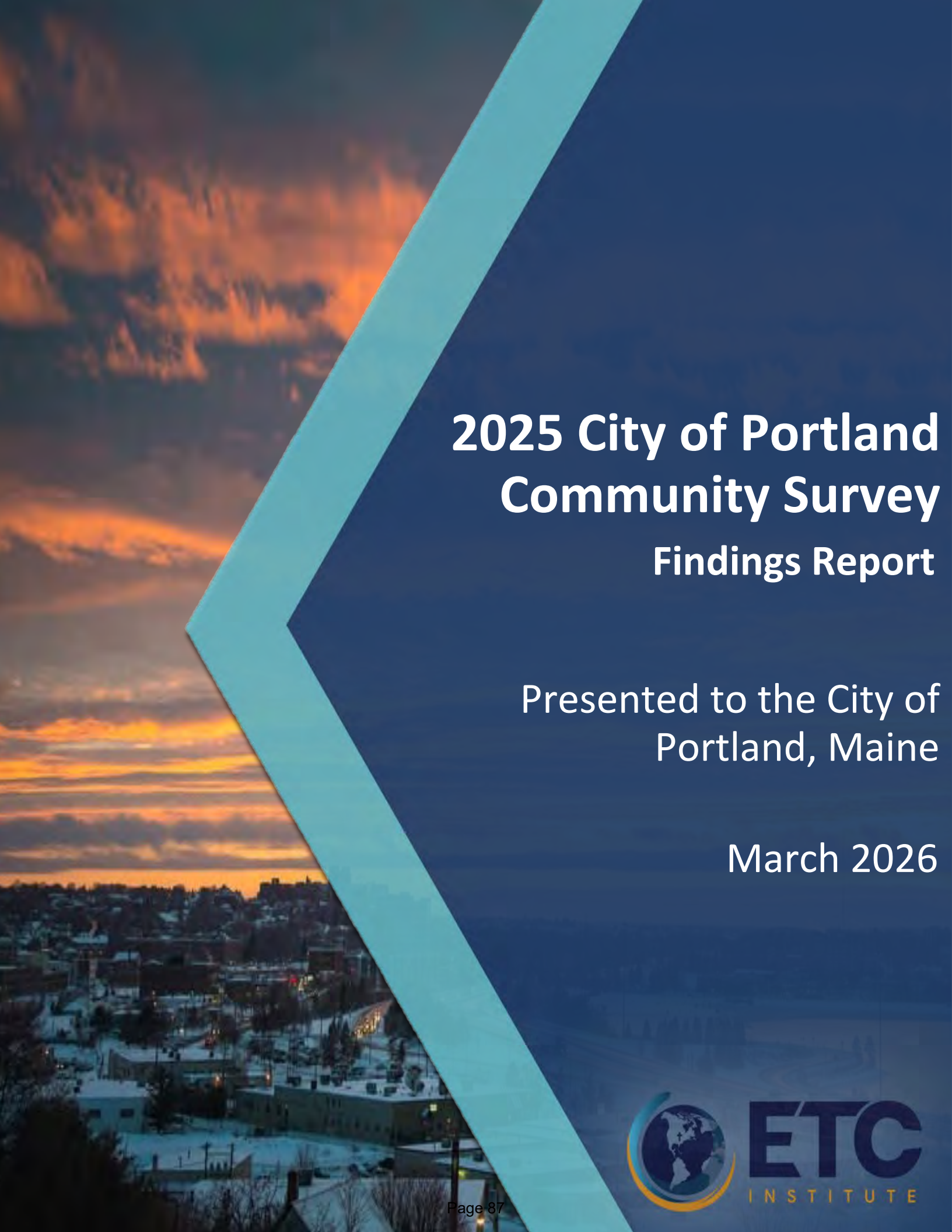
Rowen posed four questions about the **CDBG** program. Here's what the data suggest.

Regarding sustained interest: Community engagement with the **CDBG** program continues, though the **18%** decline in application volume from historical peaks warrants attention. Whether this reflects natural variation, self-selection by organizations perceiving the program as too competitive, or other factors remains unclear, but the 2023-24 low of just **14 Social Services** applications suggests the applicant pool may be narrowing. The [Analysis 1](#) findings for both categories confirm the program remains a viable funding source for organizations that do apply, and the rebound to **23** applications in 2025-26 offers some reassurance.

On organizational diversity: The applicant pool includes both established repeat participants and newer entrants. Concentration exists, particularly around **Preble Street** in **Social Services** and **City departments** in **Construction**, with the latter raising questions about the dual role of municipal entities as both program administrators and major applicants. The scoring data suggest this hasn't disadvantaged community organizations, in that proposal quality rather than applicant type determines outcomes, but the perception of fair competition matters for encouraging new applicants. **Preble Street's** recent shift from consistent full funding to mixed outcomes in 2023-26 may signal changing program dynamics, intensified competition, or shifts in their programming, and bears watching given their historical role as the program's most prolific participant. The **76** unique organizations across the decade reflect meaningful diversity, and experience provides minimal scoring advantage, meaning newcomers with strong proposals can compete effectively.

For funding trends: Request sizes tell divergent stories across categories. **Social Services** requests stayed essentially flat over the decade, averaging around **\$84,000** throughout, whereas **Construction** requests grew **66%**, likely reflecting inflation in materials and labor costs. This divergence means **Social Services** allocations stretch roughly as far as they did ten years ago, whereas **Construction** funding buys progressively less infrastructure each year, and **Construction** applicants should expect to need larger asks than historical averages suggest. The [request-score analyses](#) confirm that request size itself doesn't determine funding outcomes, meaning organizations shouldn't shy away from appropriate budget requests, though the [proration patterns](#) suggest they should budget conservatively given that partial awards typically run **10-15%** below requested amounts and can reach as high as **73%** in extreme cases. The **\$10.6M** cumulative funding gap documents persistent unmet need across all request sizes, providing evidence for **HUD** allocation requests that represents real proposals from capable organizations rather than speculative demand. As for what determines success, the [Analysis 6](#) scoring component breakdown reveals **Priority Impact** and **Guiding Principles** as producing the largest gaps between **funded** and **unfunded** proposals, whereas **Partnership Collaboration** contributes less to funding decisions, a gap that may warrant attention if the rubric intends all four components to carry similar weight.

Comparing periods: The recent data shows evolution rather than disruption, though the nature of that evolution differs by category. **Social Services** saw declining application volume and funding rates alongside a dramatic concentration of applications in **ANGHP**, raising questions about both the breadth of the applicant pool and the program's portfolio balance across priorities. The **67%** concentration in a single priority reflects genuine community crisis, but it also creates vulnerability if federal funding priorities shift, and the **Consolidated Plan** process may want to consider whether dedicated set-asides for **EO** and other categories would help maintain capacity across the full range of community development needs. **Construction** showed the opposite pattern, with improved funding rates but substantially higher request sizes that reflect a decade of cost inflation. Throughout both categories, scoring patterns remained consistent, meaning the evaluation system itself has been stable even as the applications it evaluates have shifted.



2025 City of Portland Community Survey Findings Report

Presented to the City of
Portland, Maine

March 2026



ETC
INSTITUTE

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Executive Summary

2025 City of Portland Community Survey

Executive Summary



Purpose

ETC Institute administered a survey to residents of the City of Portland between December 2025 and January 2026. The purpose of this survey was to gather input from residents in order to shape City programs, services, and long-term investments so they better reflect the needs and priorities of the community. This is the first community survey ETC Institute has administered for the City of Portland.

Methodology

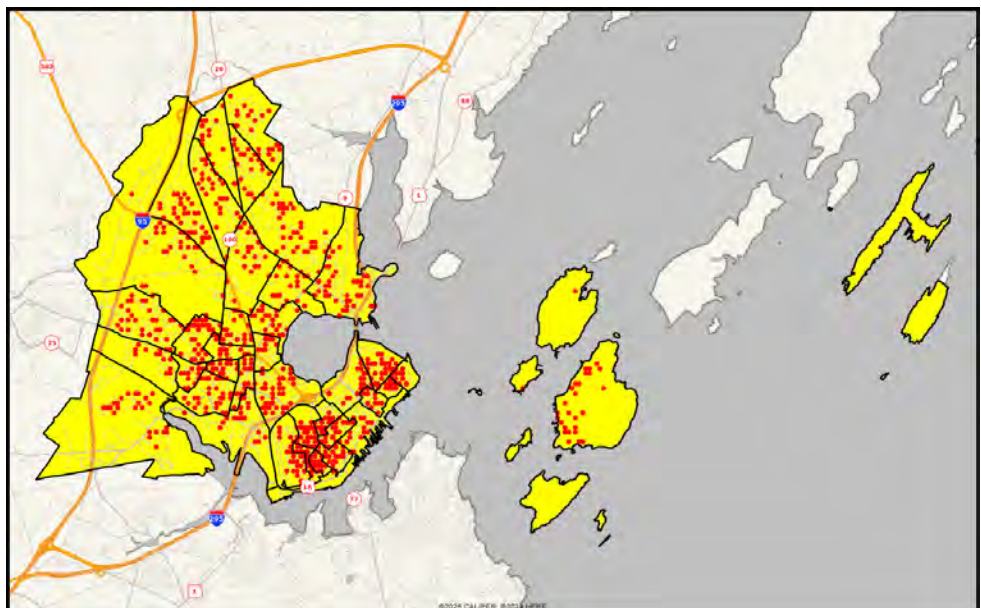
The six-page survey, cover letter, and postage-paid return envelope were mailed to a random sample of households in the City of Portland. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online.

Approximately ten days after the surveys were mailed, ETC Institute sent follow-up messages to the households that received the survey to encourage participation. The messages contained a link to the online version of the survey to make it easy for residents to complete. To prevent people who were not residents of the City from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain a total of 1,100 completed surveys from residents of the City of Portland. This goal was met, with a total of 1,112 residents completing the survey. The overall residents for the sample of 1,112 households have a precision of at least $\pm 2.9\%$ at the 95% level of confidence.

Location of Respondents.

To better understand how well services are being delivered in different parts of the City, the home address of survey respondents was geocoded. The map to the right shows the physical distribution of respondents to the survey based on the location of their home.



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The percentage of “don’t know” responses has been excluded from many of the graphs shown in this report to facilitate valid comparisons of the results from the City of Portland with the results from other communities in ETC Institute’s *DirectionFinder*® database. Since the number of “don’t know” responses often reflects the utilization and awareness of city services, the percentage of “don’t know” responses has been provided in the tabular data section of this report. When the “don’t know” responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase “*who had an opinion.*”

This report contains:

- an executive summary of the survey methodology and major findings
- charts showing the overall results for most questions on the survey
- benchmarking analysis showing how the City of Portland compares to other communities regionally and nationally
- Importance-Satisfaction analysis that outlines priorities for investment
- tabular data showing the overall results of the survey
- a copy of the cover letter and survey instrument

Overall Perceptions of the City

More than three-fourths (77%) of the residents surveyed, *who had an opinion*, were “very satisfied” or “satisfied” with shopping and dining opportunities in Portland; 75% were satisfied with the quality of life in their neighborhood; 74% were satisfied with the overall quality/variety of shopping and dining opportunities, and 66% were satisfied with Portland as a place to live.

Overall Satisfaction with City Services

The categories of City services that had the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the quality of the Portland Jetport (81%), the quality of public safety services (72%), the quality of solid waste services (71%), the quality of customer service from City employees (67%), and the quality of winter snow plowing and removal (63%).

Based on the sum of their top three choices, the City services that respondents indicated should receive the most emphasis over the next two years were: 1) maintenance of city streets, sidewalks, and infrastructure, 2) flow of traffic/ease of getting around within the City, and 3) quality of social services provided by the City.

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Satisfaction with Specific City Services

Public Safety. The highest levels of satisfaction with public safety services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: professionalism of fire/EMS first responders (88%), how quickly fire services responds to emergencies (86%), how quickly EMS services responds to emergencies (83%), the quality of fire protection (83%), and the quality of emergency medical/ambulance services (81%).

Based on the sum of their top three choices, the public safety services that respondents indicated should receive the most emphasis over the next two years were: 1) the City’s efforts to prevent crime, 2) the enforcement of local traffic laws, and 3) the quality of police community programs and outreach. Additionally, 71% of residents indicated their level of trust in Portland’s Police Department is “high” (27%) or “somewhat high” (44%).

Perceptions of Safety in Various Situations. The highest levels of satisfaction with perceptions of safety in Portland, based upon the combined percentage of “very safe” and “safe” responses among residents *who had an opinion*, were: in neighborhoods during the day (87%), in neighborhoods at night (67%), and in commercial and retail areas (65%).

Trash and Recycling Services. The highest levels of satisfaction with trash and recycling services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: curbside recycling services (80%), overall quality of trash collection services (77%), holiday tree collection services (72%), and the quality of composting drop-off locations (62%).

Maintenance and Public Works. The highest levels of satisfaction with maintenance and public works, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: snow removal on major City streets (66%), the condition of public buildings and facilities (61%), the condition of street signs and traffic signals (55%), tree trimming along streets and public areas (53%), and snow removal on neighborhood streets (52%).

Based on the sum of their top three choices, the maintenance and public works services that respondents indicated should receive the most emphasis over the next two years were: 1) cleanliness of streets, sidewalks, and public spaces, 2) condition of sidewalks, and 3) condition of major City streets.

Transportation and Mobility. The highest levels of satisfaction with transportation and mobility, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: ease of using the Portland Jetport (84%), facilities and amenities at the Jetport (72%), ease of getting around the City by walking (65%), availability of neighborhood sidewalks (65%), and availability of sidewalks throughout the City (58%).

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Based on the sum of their top three choices, the transportation and mobility services that respondents indicated should receive the most emphasis over the next two years were: 1) availability of public parking, 2) ease of getting around the City by public transportation, and 3) accessibility of streets and sidewalks for people with disabilities.

Parks and Recreation. The highest levels of satisfaction with parks and recreation services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the quality of Merrill Auditorium (83%), the quality of multi-use trails (75%), the quality of Fitzpatrick Stadium (70%), connectivity of local trails and parks (67%), condition of outdoor athletic fields (62%), and condition of public playgrounds (60%).

Based on the sum of their top three choices, the parks and recreation services that respondents indicated should receive the most emphasis over the next two years were: 1) the quality of major City parks, 2) the quality of community and neighborhood parks, and 3) connectivity of local trails and parks.

Economic Development. The highest levels of satisfaction with economic development, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: availability of places to shop, dine, or get services in neighborhoods (67%), how active and inviting businesses are (61%), and variety of local businesses in the area (60%).

Communication and Transparency. The highest levels of satisfaction with City Communication, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: availability of information in an understandable language (79%), the City’s use of digital tools (54%), availability of information about City news, programs and services (53%), and usefulness of information on the City’s website (48%).

Customer Service. Sixty-seven percent (67%) of respondents indicated they had interacted with the City during the past year. Of those, 81% *who had an opinion* were “very satisfied” or “satisfied” with the level of courtesy they received from City employees, and 77% *who had an opinion* were “very satisfied” or “satisfied” with the technical competence and knowledge of City employees.

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Other Findings

- Forty percent (40%) of respondents, *who had an opinion*, indicated their level of trust in the City of Portland's local government is "high" or "somewhat high;" 34% indicated it is "somewhat low," and 26% indicated their trust in the City's local government is "low."
- Thirty-five percent (35%) of respondents, *who had an opinion*, strongly agreed or agreed with the statement, "*My household's overall quality of life is improving;*" 48% disagreed, and 17% strongly disagreed with this statement.
- More than half of the respondents surveyed (58%) indicated the City's website is their primary source of information about City issues, services, and events; 46% indicated it is the newspaper, and 36% indicated the local TV news is their primary source of information.

Based on the sum of respondents' top three choices, the most preferred methods of receiving information about the City were: 1) the City's website, 2) newspaper, and 3) the weekly eNewsletter.

- Respondents were asked to indicate what issues they think will be the most significant over the next five years. Based on the sum of their top three choices, the most significant issues were: 1) homelessness, 2) housing, and 3) property tax rate and budget.

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How the City of Portland Compares to Other Communities Nationally

The City of Portland **rated above the National Average** in 32 of the 54 areas that were assessed. The City rated significantly higher than the National Average (5% or more above) in 27 of these areas. The table below shows how the City of Portland compares to the National Average:

Service	Portland	U.S.	Difference	Category
Quality of customer service from City employees	66.8%	38.0%	28.8%	City Services
Curbside recycling services	80.3%	52.6%	27.7%	Trash and Recycling Services
Quality of solid waste services	70.6%	50.1%	20.5%	City Services
How quickly EMS services responds to emergencies	83.2%	63.6%	19.6%	Public Safety Services
How quickly fire services responds to emergencies	85.8%	66.4%	19.4%	Public Safety Services
City's recognition of diversity in the community	64.0%	47.6%	16.4%	Perceptions of the Community
Overall quality of trash collection services	76.6%	60.8%	15.8%	Trash and Recycling Services
Quality of emergency medical/ambulance services	80.6%	65.2%	15.4%	Public Safety Services
Recycling drop-off services	59.8%	44.7%	15.1%	Trash and Recycling Services
Quality of fire protection	82.9%	68.0%	14.9%	Public Safety Services
In your neighborhood during the day	87.0%	72.3%	14.7%	Perceptions of Safety
Quality of public parks	62.8%	48.3%	14.5%	City Services
Snow removal on major City streets	65.7%	51.9%	13.8%	Maintenance and Public Works
Quality of public safety services	72.0%	58.8%	13.2%	City Services
Quality of local police services	60.6%	49.0%	11.6%	Public Safety Services
As a place to live	65.9%	54.7%	11.2%	Perceptions of the Community
Communication by the City with the community	48.2%	37.2%	11.0%	City Services
In your neighborhood at night	67.0%	56.2%	10.8%	Perceptions of Safety
Fall/Spring leaf & yard waste collection services	58.7%	48.5%	10.2%	Trash and Recycling Services
How quickly police respond to requests for services	61.7%	51.7%	10.0%	Public Safety Services
Condition of public buildings and facilities	61.4%	51.5%	9.9%	Maintenance and Public Works
Quality of stormwater management/flood control	57.6%	48.5%	9.1%	City Services
Availability of information about City news, programs and services	52.6%	44.1%	8.5%	Communication and Transparency
In commercial and retail areas	65.4%	57.2%	8.2%	Perceptions of Safety
Snow removal on neighborhood streets	52.0%	44.2%	7.8%	Maintenance and Public Works
Quality of public transportation within the city	44.3%	38.6%	5.7%	City Services
Usefulness of information on the City's website	48.1%	42.4%	5.7%	Communication and Transparency
Quality of services provided by the City	47.1%	42.9%	4.2%	Perceptions of the Community
Quality of police community programs and outreach	45.9%	42.1%	3.8%	Public Safety Services
Condition of streets in your neighborhood	46.9%	43.2%	3.7%	Maintenance and Public Works
Efforts to keep you informed about local issues	45.4%	42.0%	3.4%	Communication and Transparency
Condition of street signs and traffic signals	54.6%	54.4%	0.2%	Maintenance and Public Works
Overall feeling of safety in the City	57.0%	57.3%	-0.3%	Perceptions of Safety
The City's use of social media	41.1%	42.0%	-0.9%	Communication and Transparency
Adequacy of street lighting	51.1%	52.4%	-1.3%	Maintenance and Public Works
Local-access television station	38.0%	41.1%	-3.1%	Communication and Transparency
Timeliness of information provided by the City	38.9%	42.3%	-3.4%	Communication and Transparency
Condition of bike lanes, paths and signage	36.1%	40.2%	-4.1%	Maintenance and Public Works
Level of public involvement in local decision making	27.8%	34.7%	-6.9%	Communication and Transparency
In the city's downtown area	43.4%	51.0%	-7.6%	Perceptions of Safety
As a place to retire	38.6%	47.3%	-8.7%	Perceptions of the Community
As a place to raise a family	47.8%	56.7%	-8.9%	Perceptions of the Community
Flow of traffic/ease of getting around within City	34.1%	43.2%	-9.1%	City Services
Condition of major City streets	33.7%	43.5%	-9.8%	Maintenance and Public Works
Ease of getting around the city by public transportation	28.8%	38.6%	-9.8%	Transportation and Mobility
Enforcement of local traffic laws	36.4%	46.6%	-10.2%	Public Safety Services
In city parks	41.7%	52.4%	-10.7%	Perceptions of Safety
Condition of pavement markings on streets	34.2%	45.7%	-11.5%	Maintenance and Public Works
Maintenance of city streets, sidewalks, and infrastructure	25.4%	37.5%	-12.1%	City Services
Value received for City taxes and fees	20.5%	32.7%	-12.2%	Perceptions of the Community
Cleanliness of streets, sidewalks, & public spaces	33.8%	49.2%	-15.4%	Maintenance and Public Works
Condition of sidewalks	25.2%	42.8%	-17.6%	Maintenance and Public Works
The City's efforts to prevent crime	26.0%	46.0%	-20.0%	Public Safety Services
Accessibility of streets and sidewalks for people with disabilities	21.5%	46.2%	-24.7%	Transportation and Mobility

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How the City of Portland Compares to Other Communities in the Region

The City of Portland **rated above the Northeast Regional Average** in 33 of the 54 areas that were assessed. The City rated significantly higher than the Northeast Regional Average (5% or more above) in 22 of these areas. The table below shows how the City of Portland compares to the Northeast Regional Average:

Service	Portland	Northeast Region	Difference	Category
How quickly EMS services responds to emergencies	83.2%	52.5%	30.7%	Public Safety Services
Quality of customer service from City employees	66.8%	36.9%	29.9%	City Services
Quality of solid waste services	70.6%	45.5%	25.1%	City Services
How quickly fire services responds to emergencies	85.8%	60.9%	24.9%	Public Safety Services
Curbside recycling services	80.3%	56.6%	23.7%	Trash and Recycling Services
Quality of emergency medical/ambulance services	80.6%	58.4%	22.2%	Public Safety Services
Quality of fire protection	82.9%	66.2%	16.7%	Public Safety Services
Quality of public parks	62.8%	46.2%	16.6%	City Services
In your neighborhood during the day	87.0%	71.5%	15.5%	Perceptions of Safety
Overall quality of trash collection services	76.6%	61.5%	15.1%	Trash and Recycling Services
As a place to live	65.9%	51.9%	14.0%	Perceptions of the Community
Quality of public safety services	72.0%	58.2%	13.8%	City Services
Quality of local police services	60.6%	48.1%	12.5%	Public Safety Services
City's recognition of diversity in the community	64.0%	51.9%	12.1%	Perceptions of the Community
Quality of stormwater management/flood control	57.6%	45.9%	11.7%	City Services
Communication by the City with the community	48.2%	36.8%	11.4%	City Services
How quickly police respond to requests for services	61.7%	51.4%	10.3%	Public Safety Services
Condition of streets in your neighborhood	46.9%	37.1%	9.8%	Maintenance and Public Works
Snow removal on major City streets	65.7%	56.4%	9.3%	Maintenance and Public Works
Condition of public buildings and facilities	61.4%	53.3%	8.1%	Maintenance and Public Works
In your neighborhood at night	67.0%	59.4%	7.6%	Perceptions of Safety
Fall/Spring leaf & yard waste collection services	58.7%	51.7%	7.0%	Trash and Recycling Services
Availability of information about City news, programs and services	52.6%	47.8%	4.8%	Communication and Transparency
Quality of police community programs and outreach	45.9%	42.0%	3.9%	Public Safety Services
Snow removal on neighborhood streets	52.0%	48.2%	3.8%	Maintenance and Public Works
Recycling drop-off services	59.8%	56.1%	3.7%	Trash and Recycling Services
Quality of services provided by the City	47.1%	43.8%	3.3%	Perceptions of the Community
Usefulness of information on the City's website	48.1%	45.3%	2.8%	Communication and Transparency
In commercial and retail areas	65.4%	63.3%	2.1%	Perceptions of Safety
Adequacy of street lighting	51.1%	49.0%	2.1%	Maintenance and Public Works
Quality of public transportation within the city	44.3%	42.3%	2.0%	City Services
Condition of street signs and traffic signals	54.6%	52.9%	1.7%	Maintenance and Public Works
Efforts to keep you informed about local issues	45.4%	45.3%	0.1%	Communication and Transparency
Condition of bike lanes, paths and signage	36.1%	37.5%	-1.4%	Maintenance and Public Works
Timeliness of information provided by the City	38.9%	41.3%	-2.4%	Communication and Transparency
Enforcement of local traffic laws	36.4%	39.8%	-3.4%	Public Safety Services
The City's use of social media	41.1%	45.7%	-4.6%	Communication and Transparency
As a place to retire	38.6%	43.9%	-5.3%	Perceptions of the Community
Overall feeling of safety in the City	57.0%	62.7%	-5.7%	Perceptions of Safety
Condition of major City streets	33.7%	41.0%	-7.3%	Maintenance and Public Works
Value received for City taxes and fees	20.5%	29.0%	-8.5%	Perceptions of the Community
Maintenance of city streets, sidewalks, and infrastructure	25.4%	33.9%	-8.5%	City Services
As a place to raise a family	47.8%	57.1%	-9.3%	Perceptions of the Community
Flow of traffic/ease of getting around within City	34.1%	43.6%	-9.5%	City Services
Condition of pavement markings on streets	34.2%	43.9%	-9.7%	Maintenance and Public Works
Local-access television station	38.0%	49.7%	-11.7%	Communication and Transparency
Cleanliness of streets, sidewalks, & public spaces	33.8%	45.8%	-12.0%	Maintenance and Public Works
In city parks	41.7%	53.8%	-12.1%	Perceptions of Safety
In the city's downtown area	43.4%	55.6%	-12.2%	Perceptions of Safety
Ease of getting around the city by public transportation	28.8%	42.3%	-13.5%	Transportation and Mobility
Condition of sidewalks	25.2%	39.4%	-14.2%	Maintenance and Public Works
Level of public involvement in local decision making	27.8%	42.1%	-14.3%	Communication and Transparency
The City's efforts to prevent crime	26.0%	43.0%	-17.0%	Public Safety Services
Accessibility of streets and sidewalks for people with disabilities	21.5%	44.5%	-23.0%	Transportation and Mobility

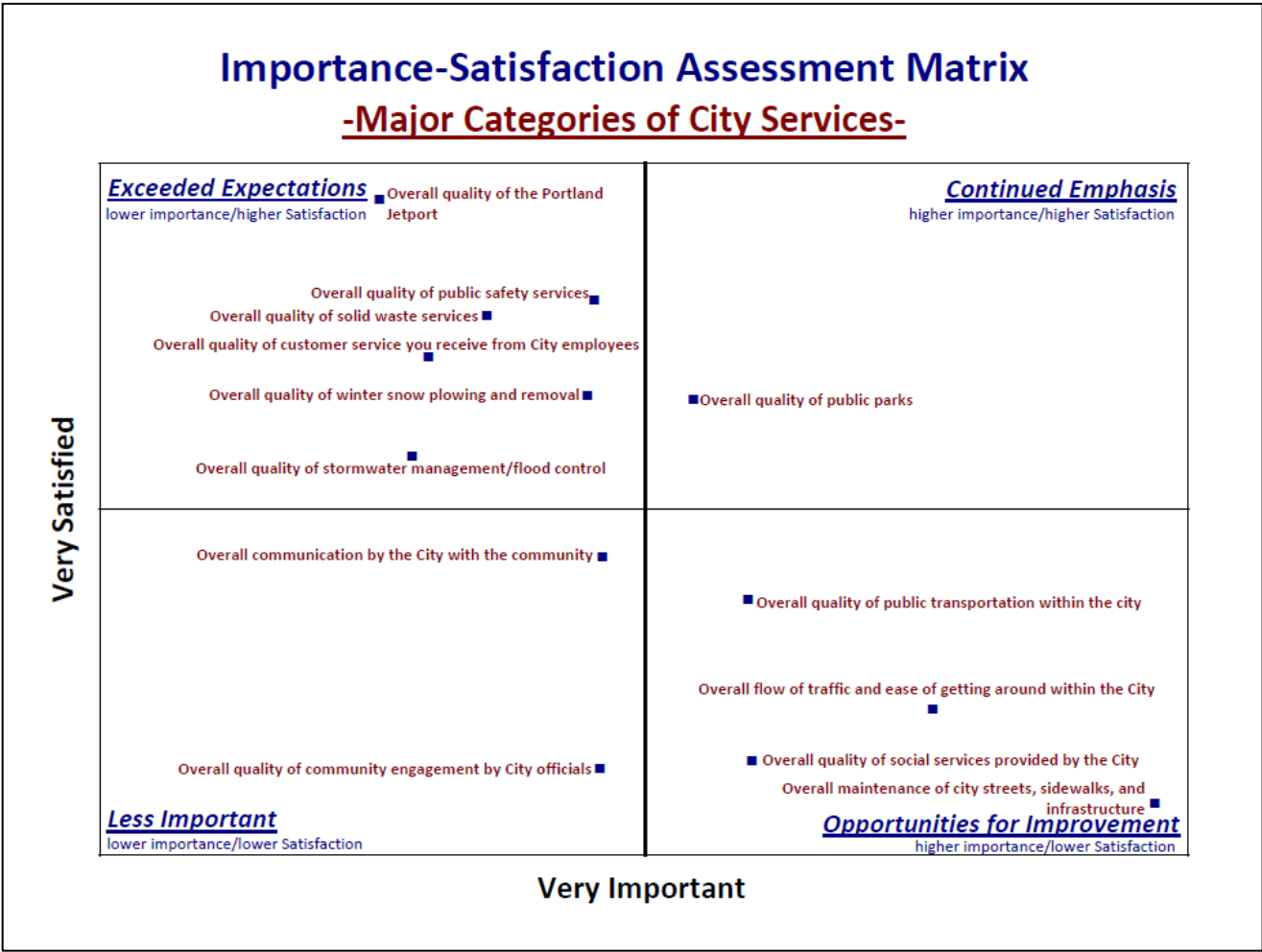
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Investment Priorities

To ensure the City continues to deliver a high quality of services to residents, ETC Institute recommends the City emphasize the following areas.

- **Major Categories of City Services.** The chart below shows the Importance-Satisfaction Analysis for the thirteen City services analyzed. Based on the results of this analysis, four services that are recommended as the top priorities for investment over the next two years in order to raise the City’s overall satisfaction rating are:
 - Overall maintenance of city streets, sidewalks, and infrastructure
 - Overall flow of traffic and ease of getting around within the city
 - Overall quality of social services provided by the City
 - Overall quality of public transportation within the city

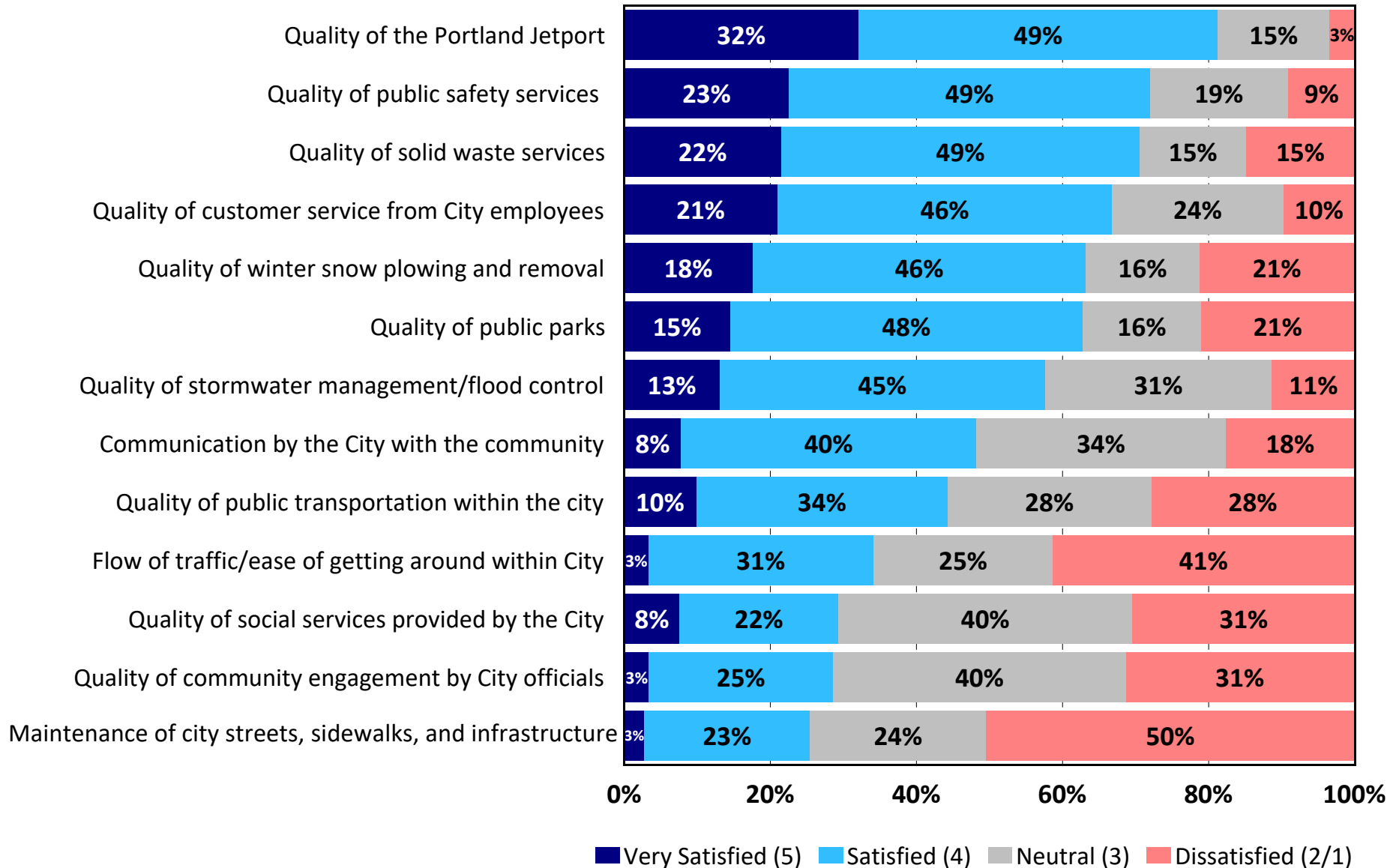




Charts and Graphs

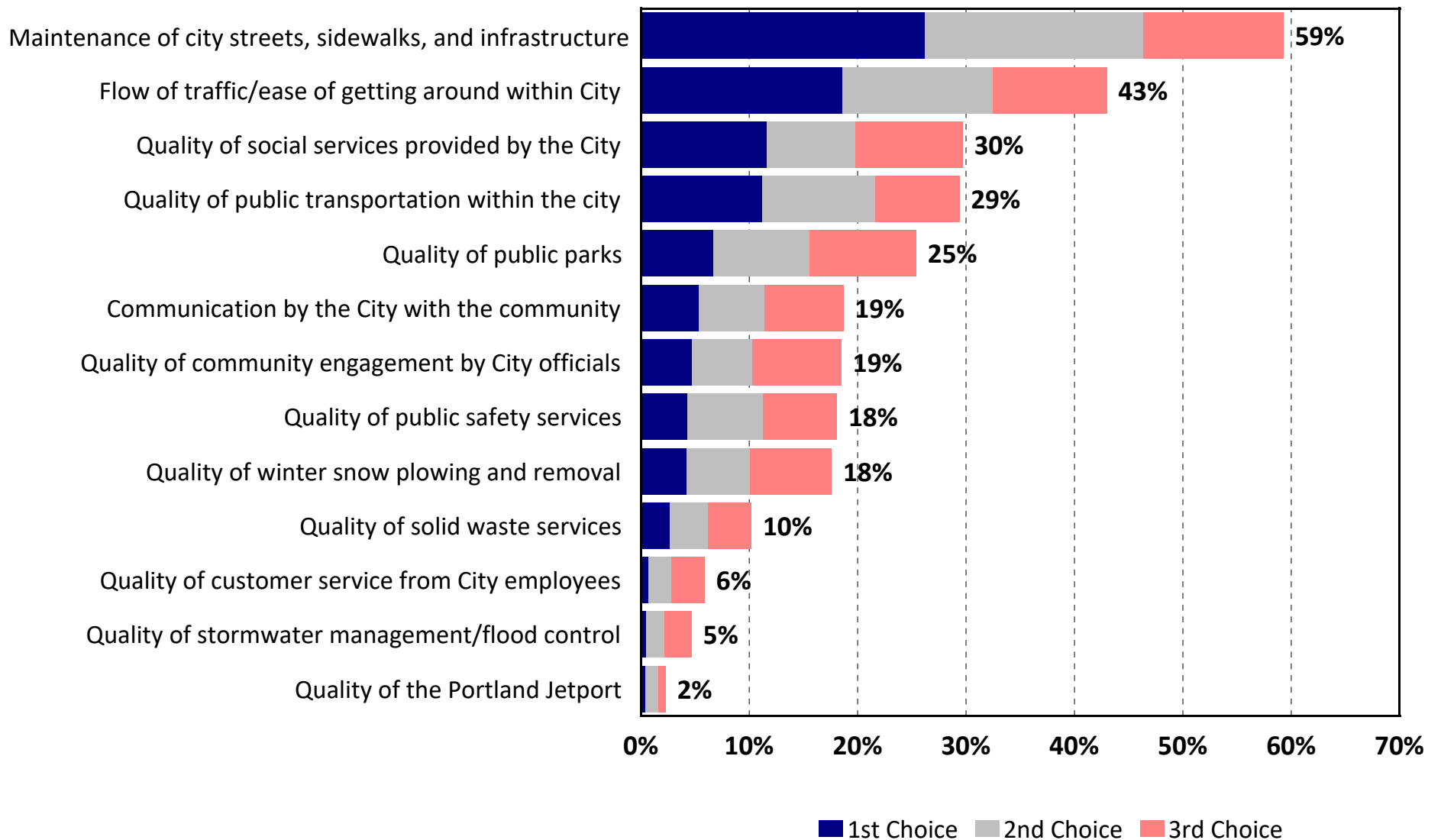
Q1. Overall Satisfaction With City Services

by percentage of respondents (excluding “don't know”)



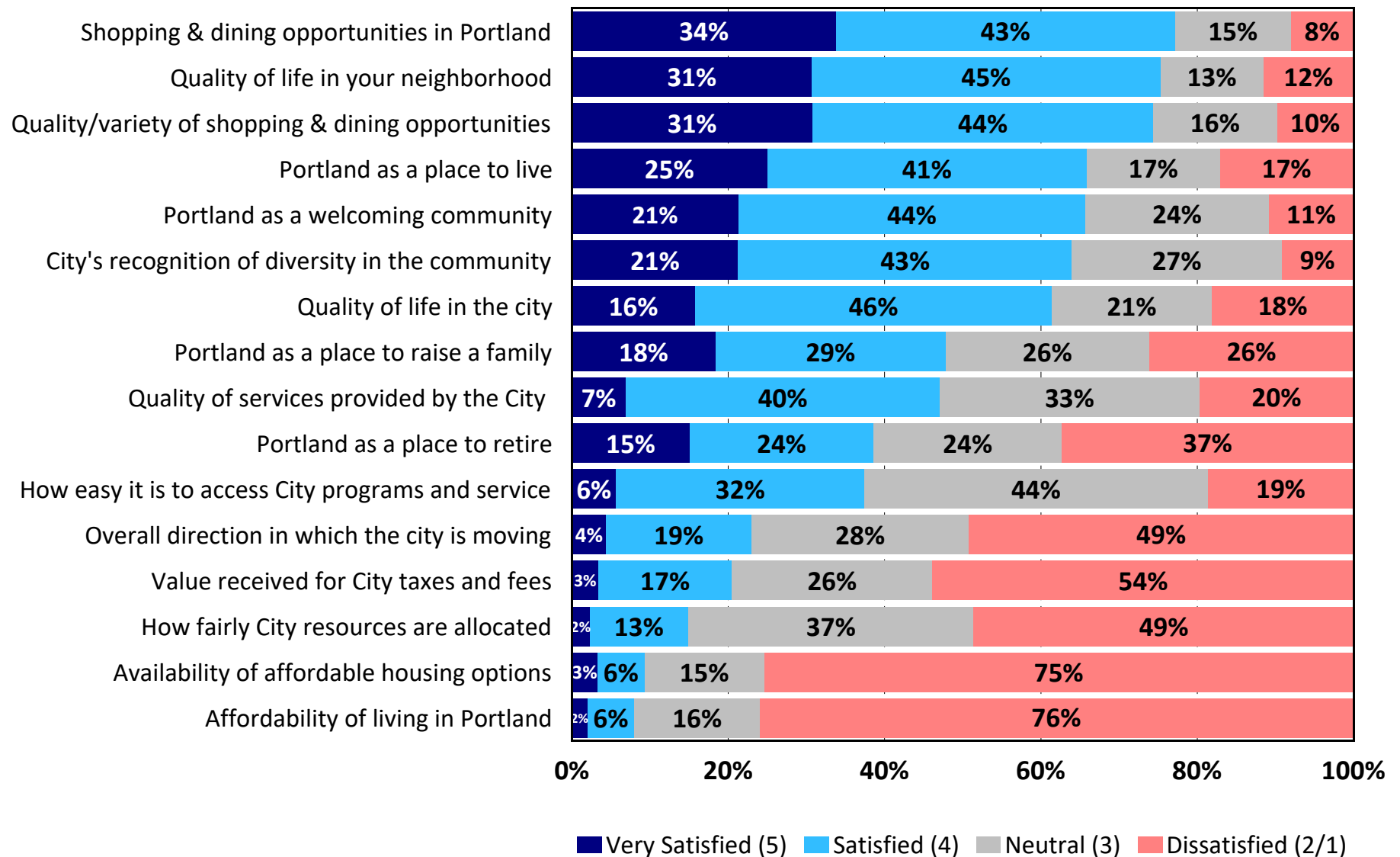
Q2. City Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices



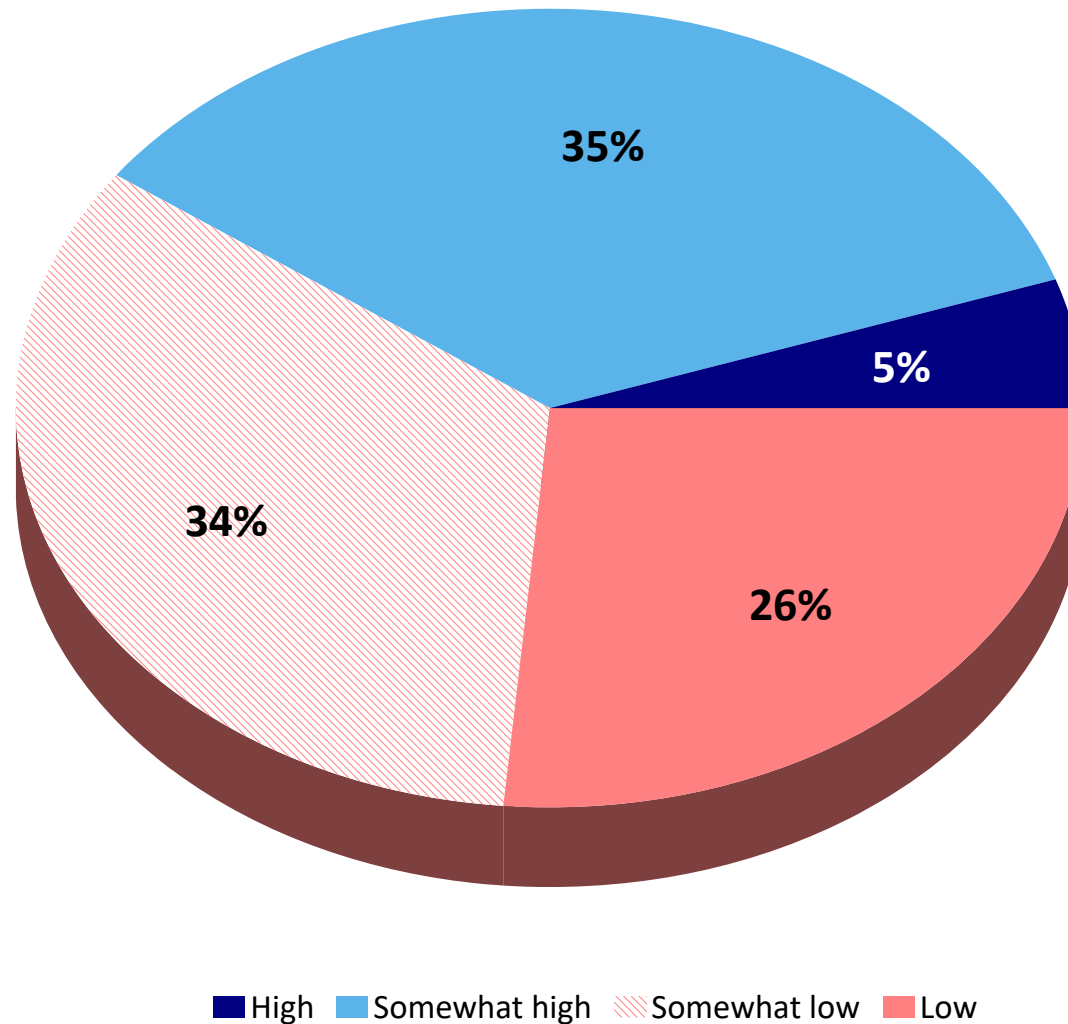
Q3. Satisfaction With Items That Influence Perceptions of Portland as a Community

by percentage of respondents (excluding "don't know")



Q4. Trust in the City of Portland's Local Government

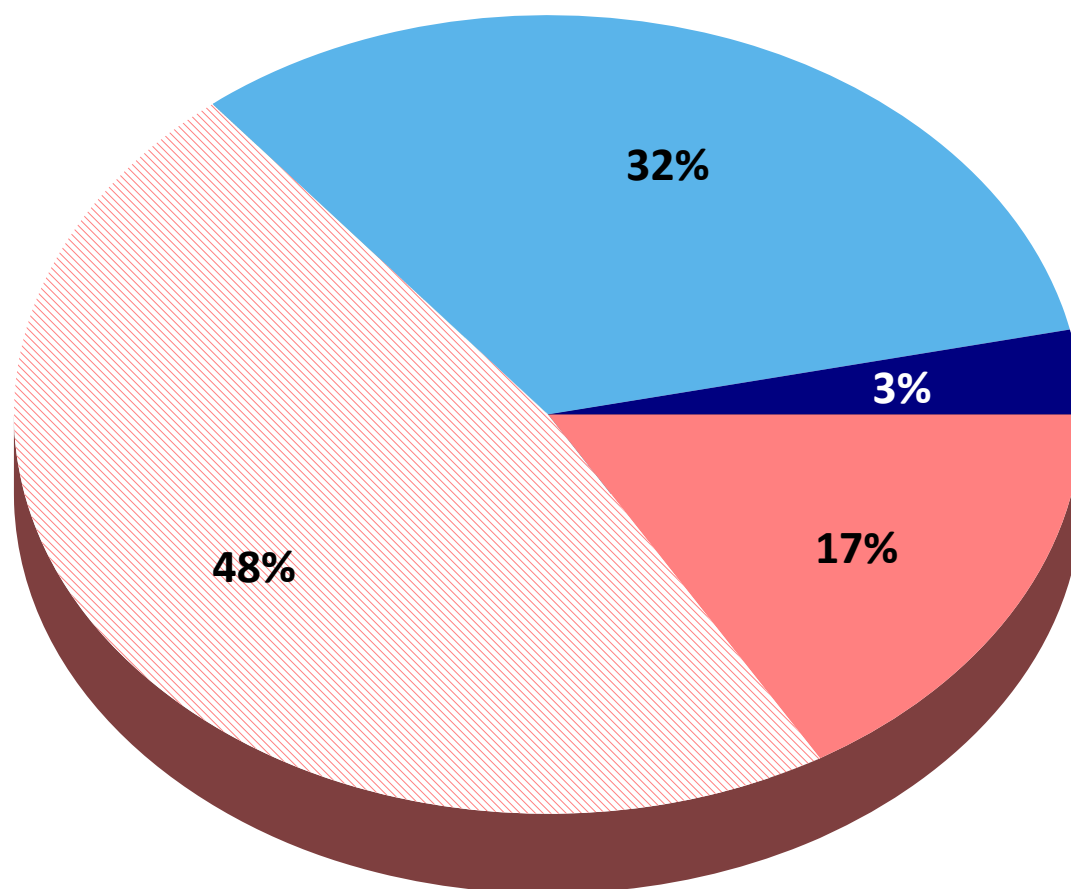
by percentage of respondents (excluding "don't know")



Q5. To what extent do you agree with the following statement?

“My household’s overall quality of life is improving.”

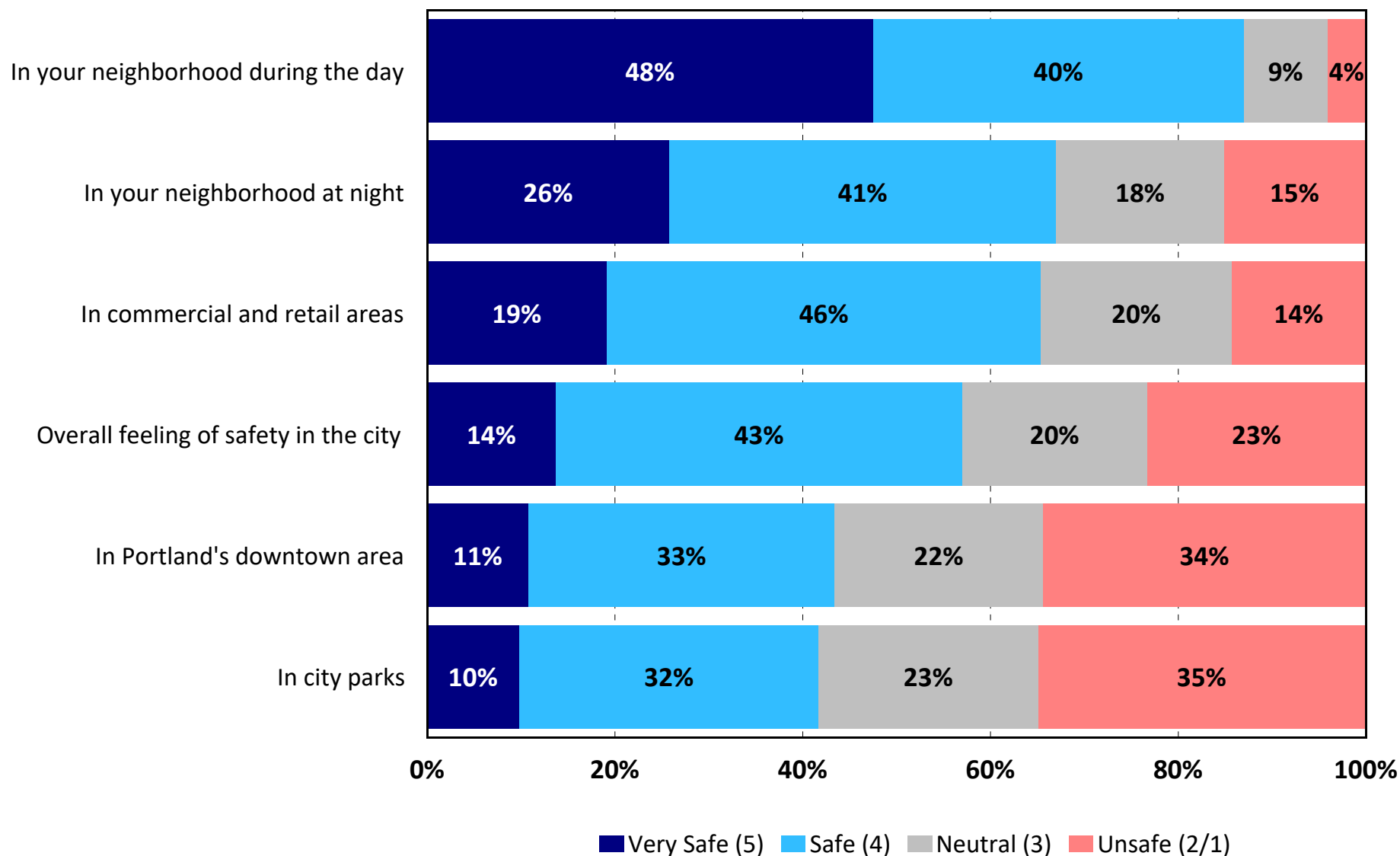
by percentage of respondents (excluding “don't know”)



Strongly agree Agree Disagree Strongly disagree

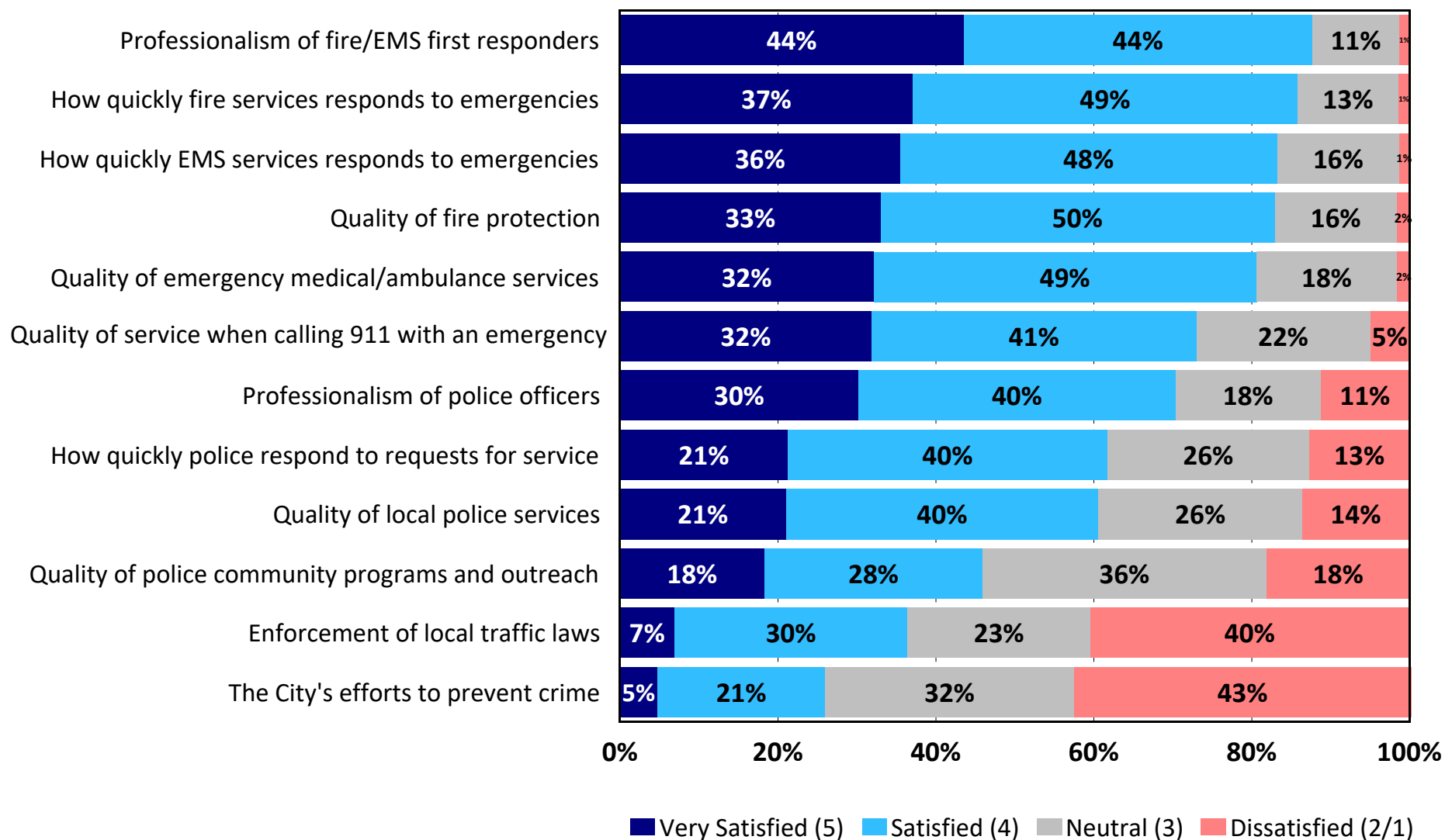
Q6. Perceptions of Safety in the Following Situations

by percentage of respondents (excluding “don't know”)



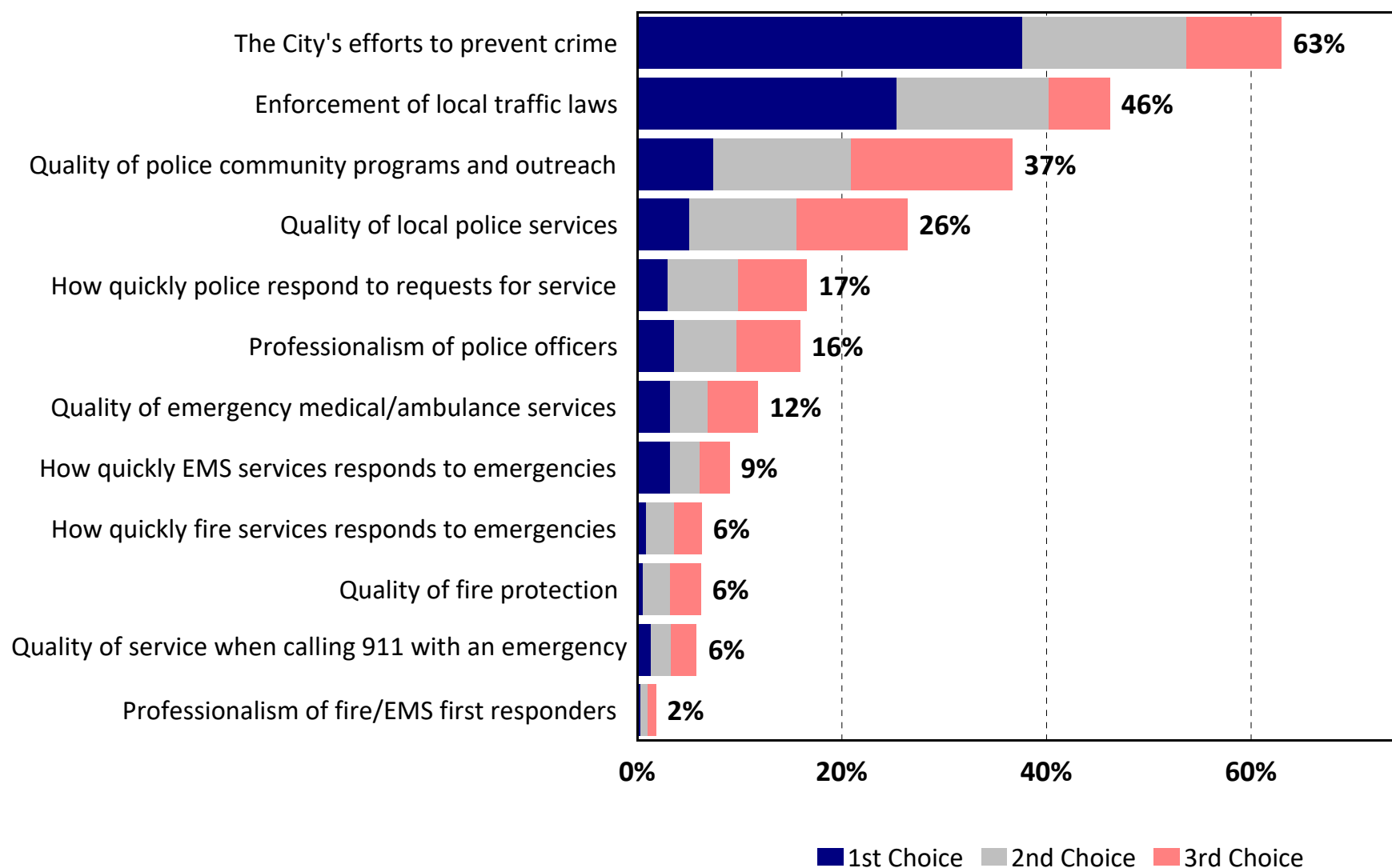
Q7. Satisfaction With Public Safety Services

by percentage of respondents (excluding "don't know")



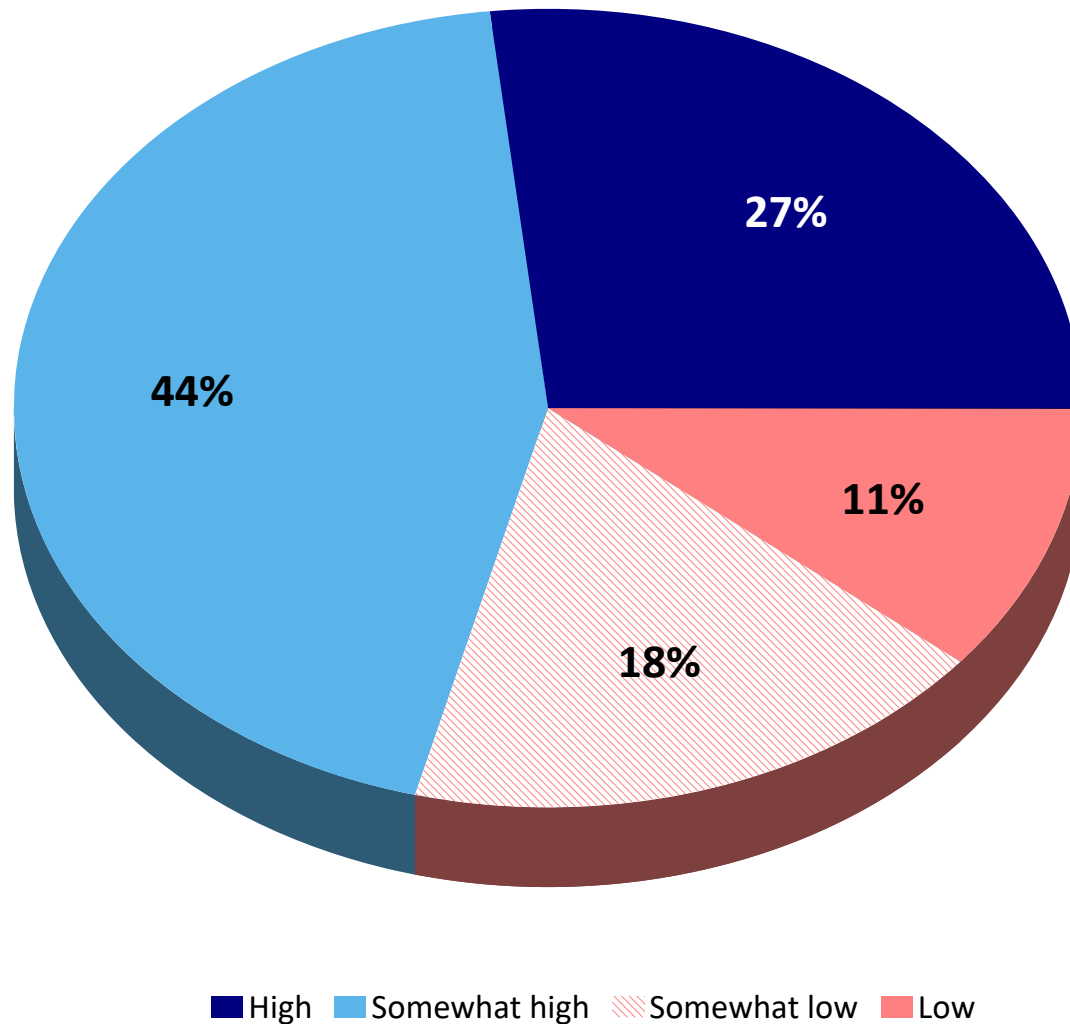
Q8. Public Safety Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices



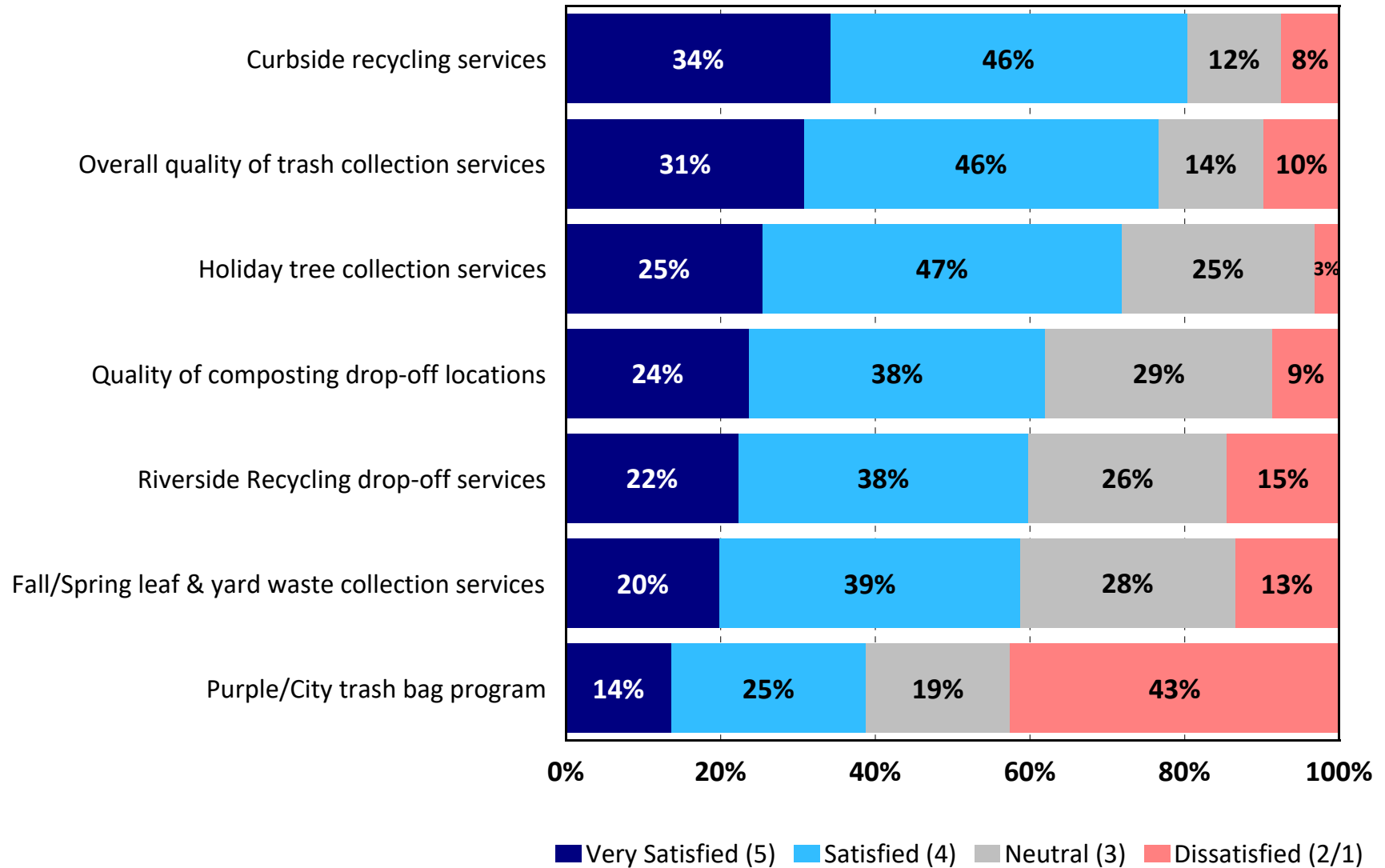
Q9. Trust in Portland's Police Department

by percentage of respondents (excluding "don't know")



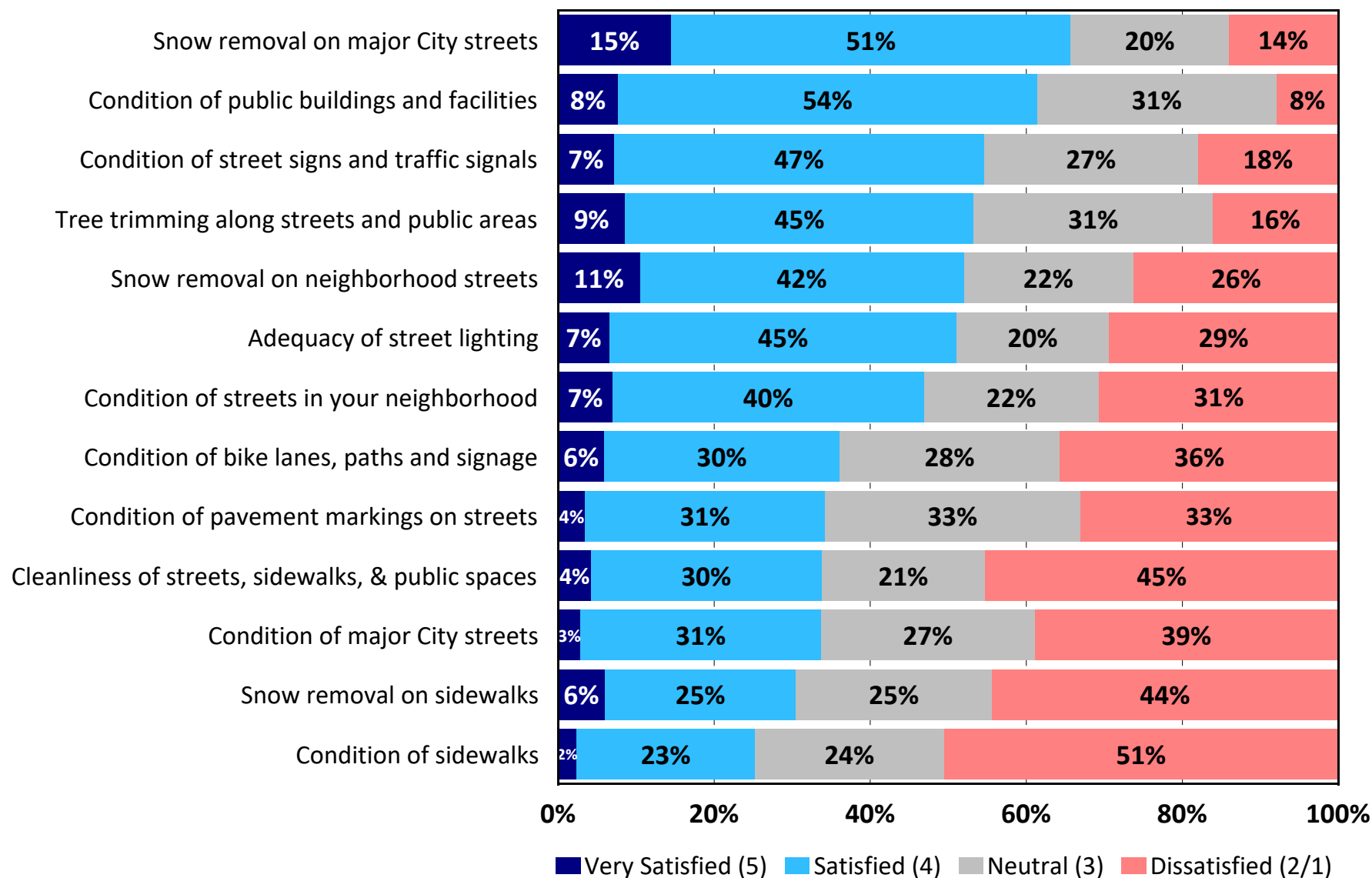
Q10. Satisfaction With Trash and Recycling

by percentage of respondents (excluding “don't know”)



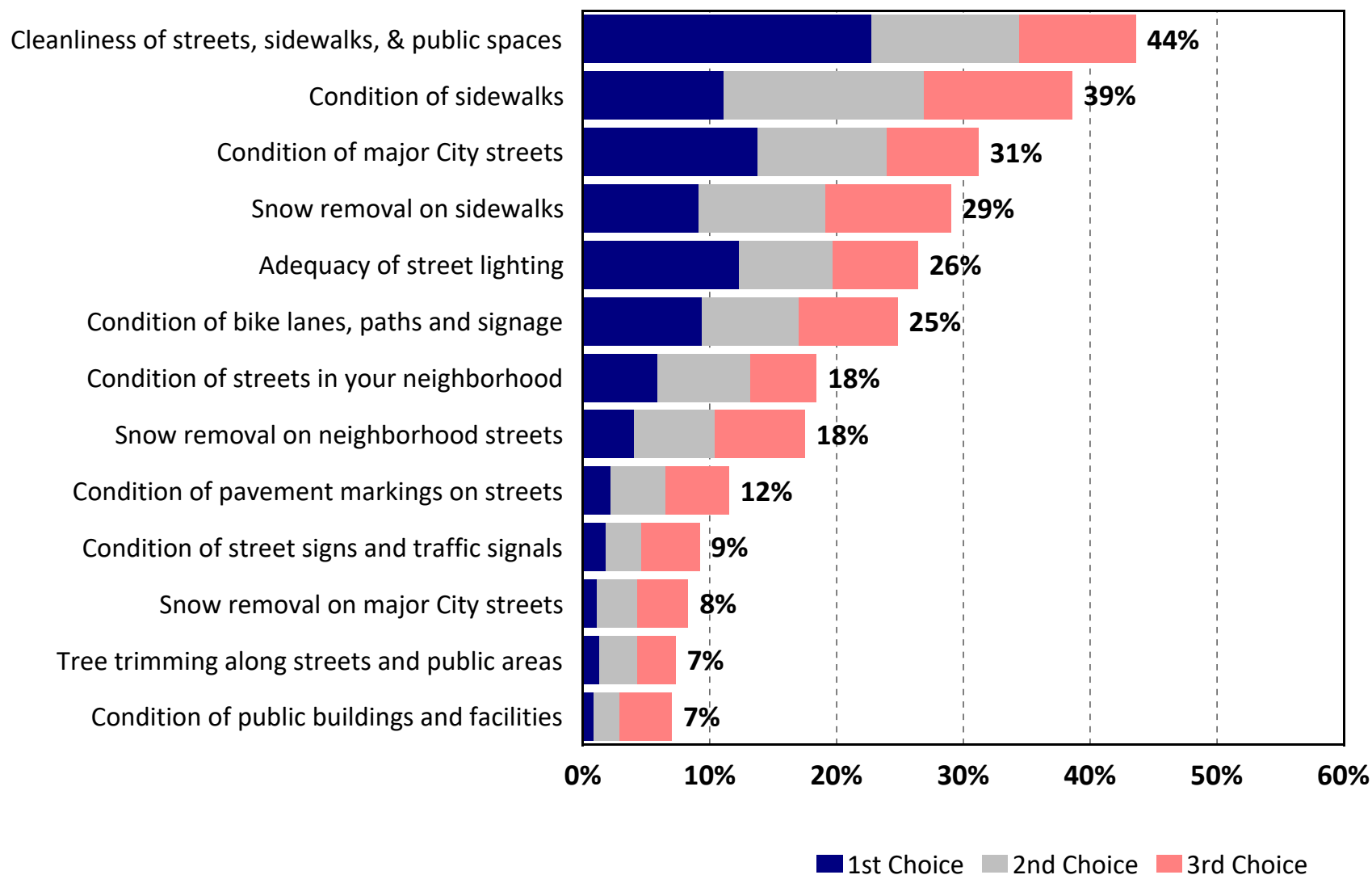
Q11. Satisfaction With Maintenance and Public Works

by percentage of respondents (excluding “don't know”)



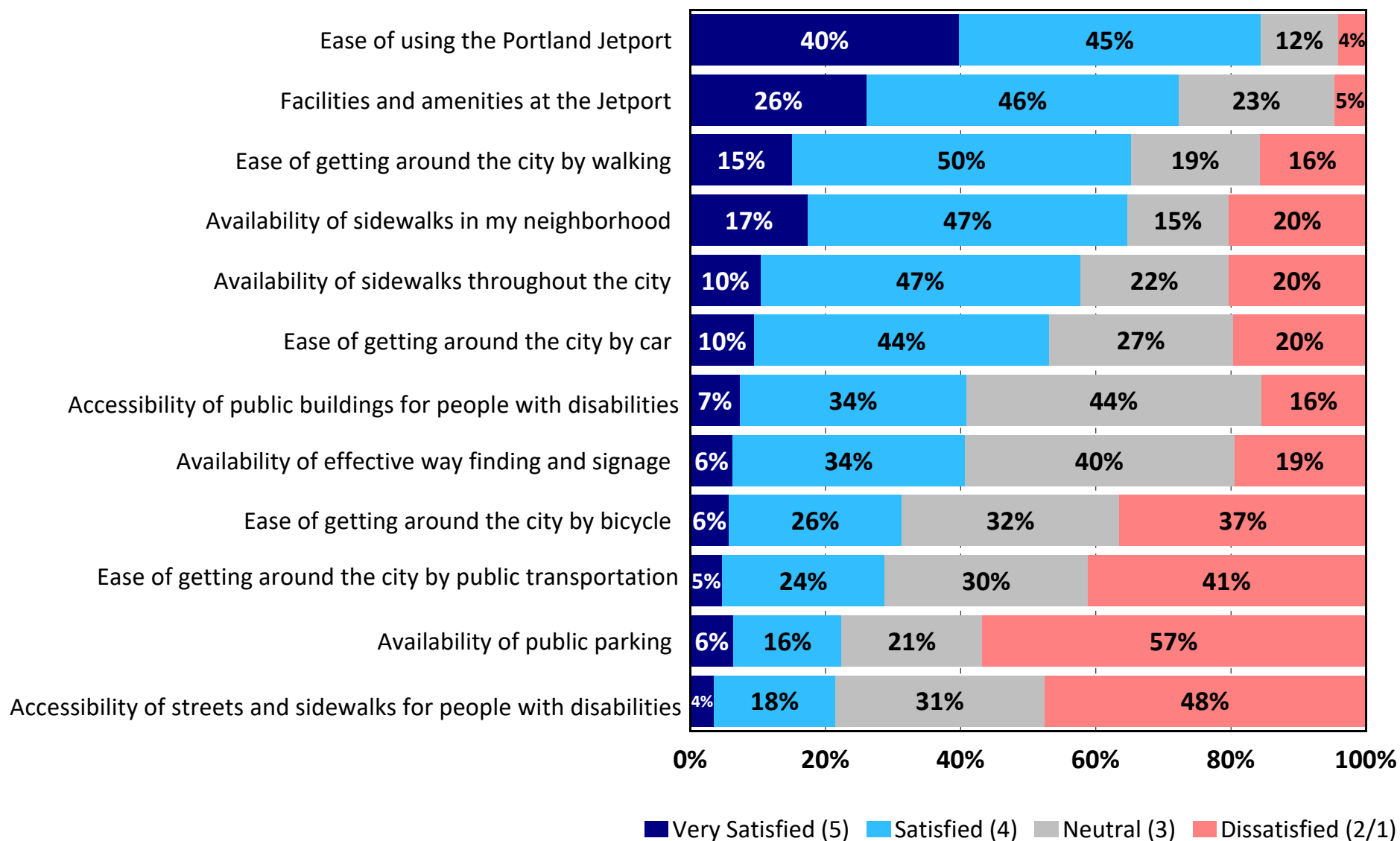
Q12. Maintenance and Public Works Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices



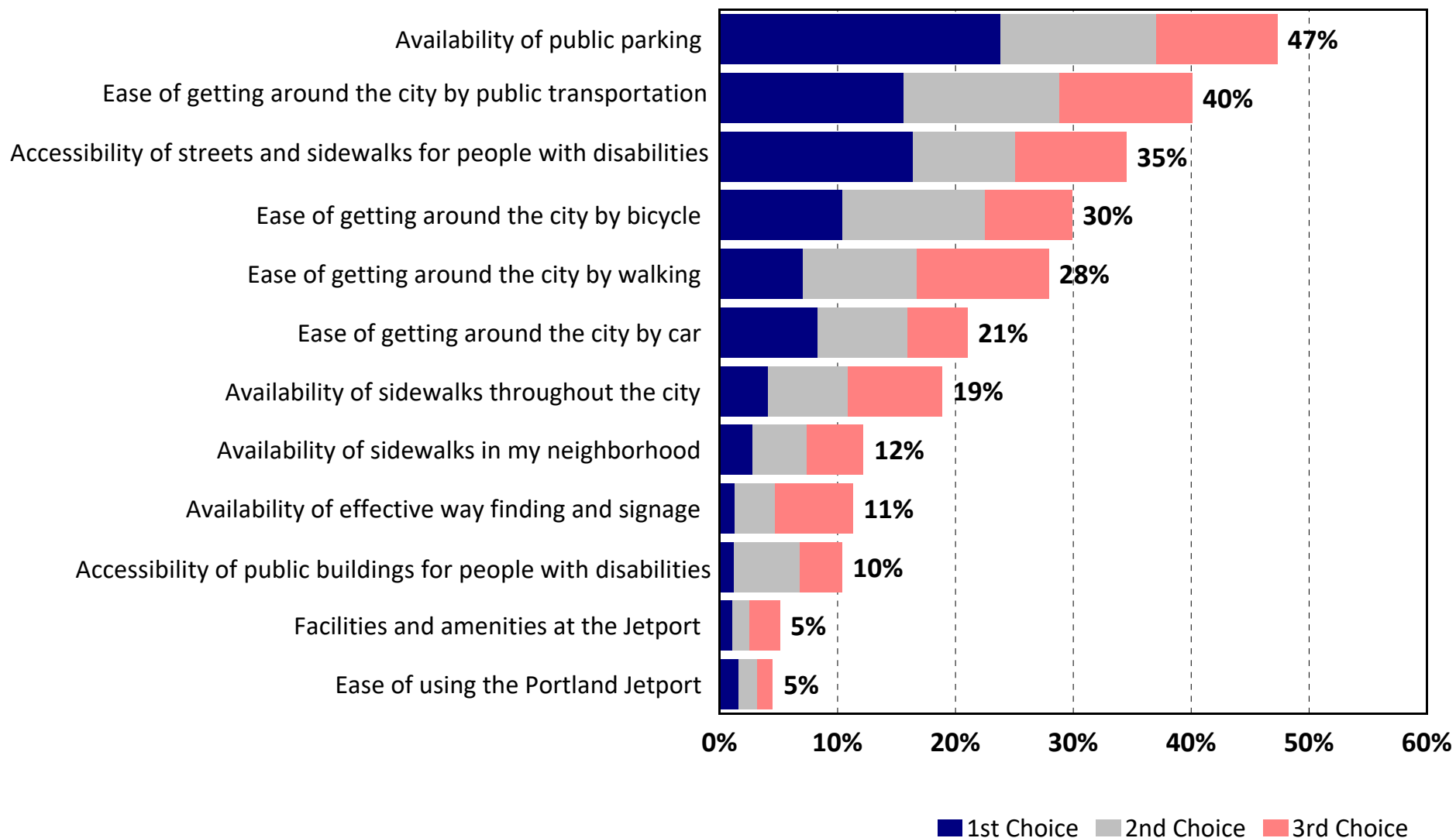
Q13. Satisfaction With Transportation and Mobility

by percentage of respondents (excluding “don't know”)



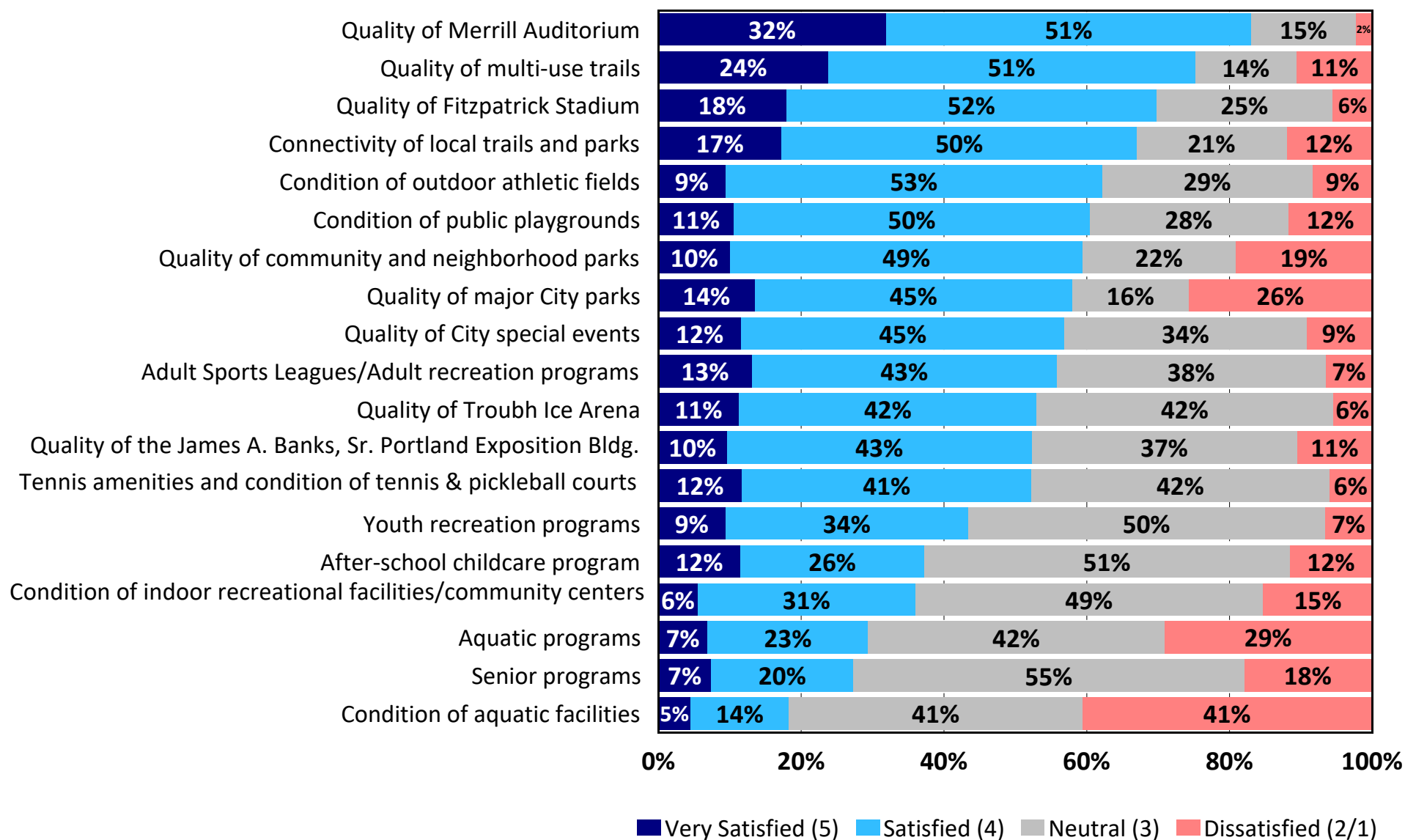
Q14. Transportation and Mobility Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices



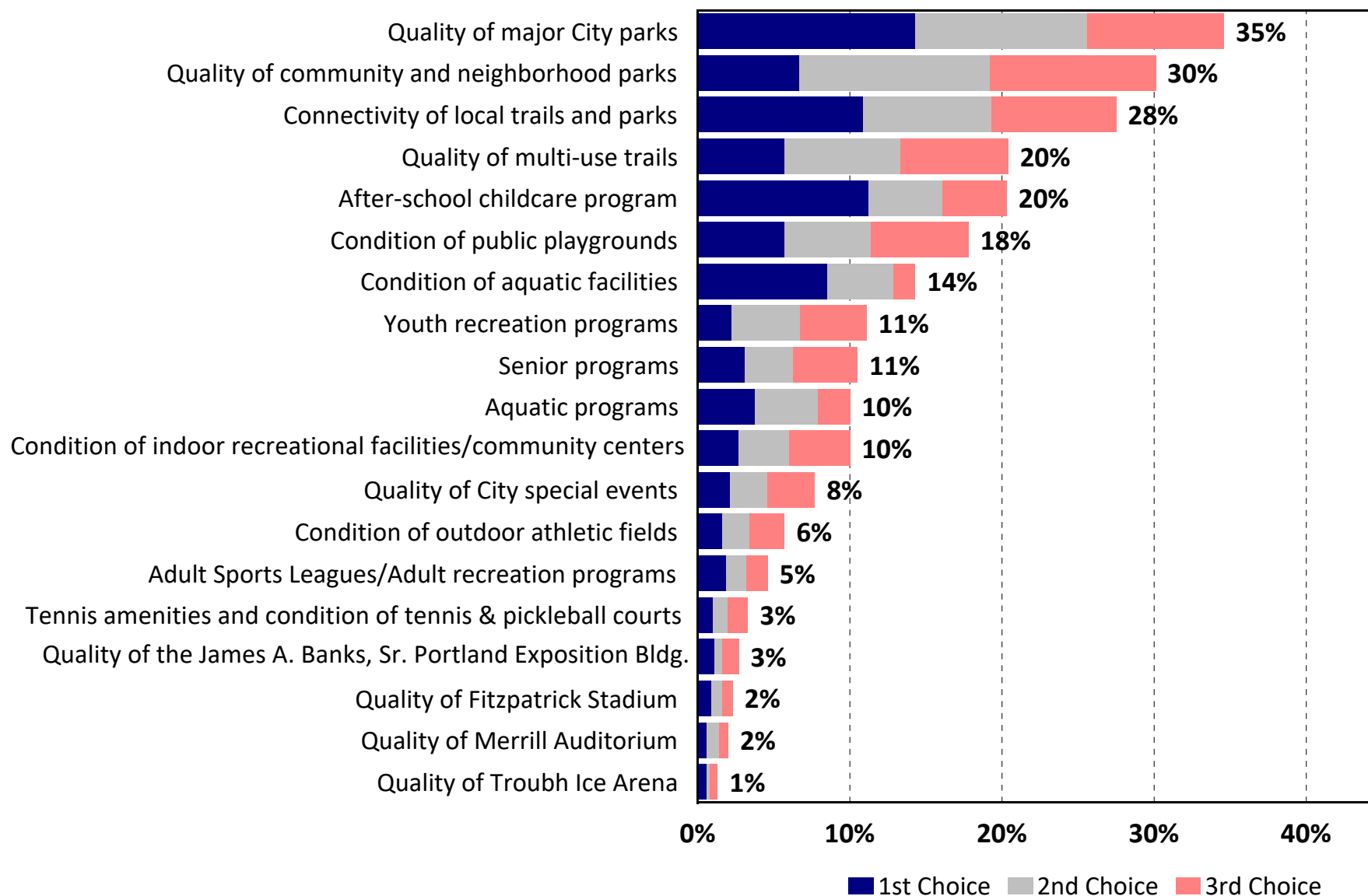
Q15. Satisfaction with Parks and Recreation

by percentage of respondents (excluding “don't know”)



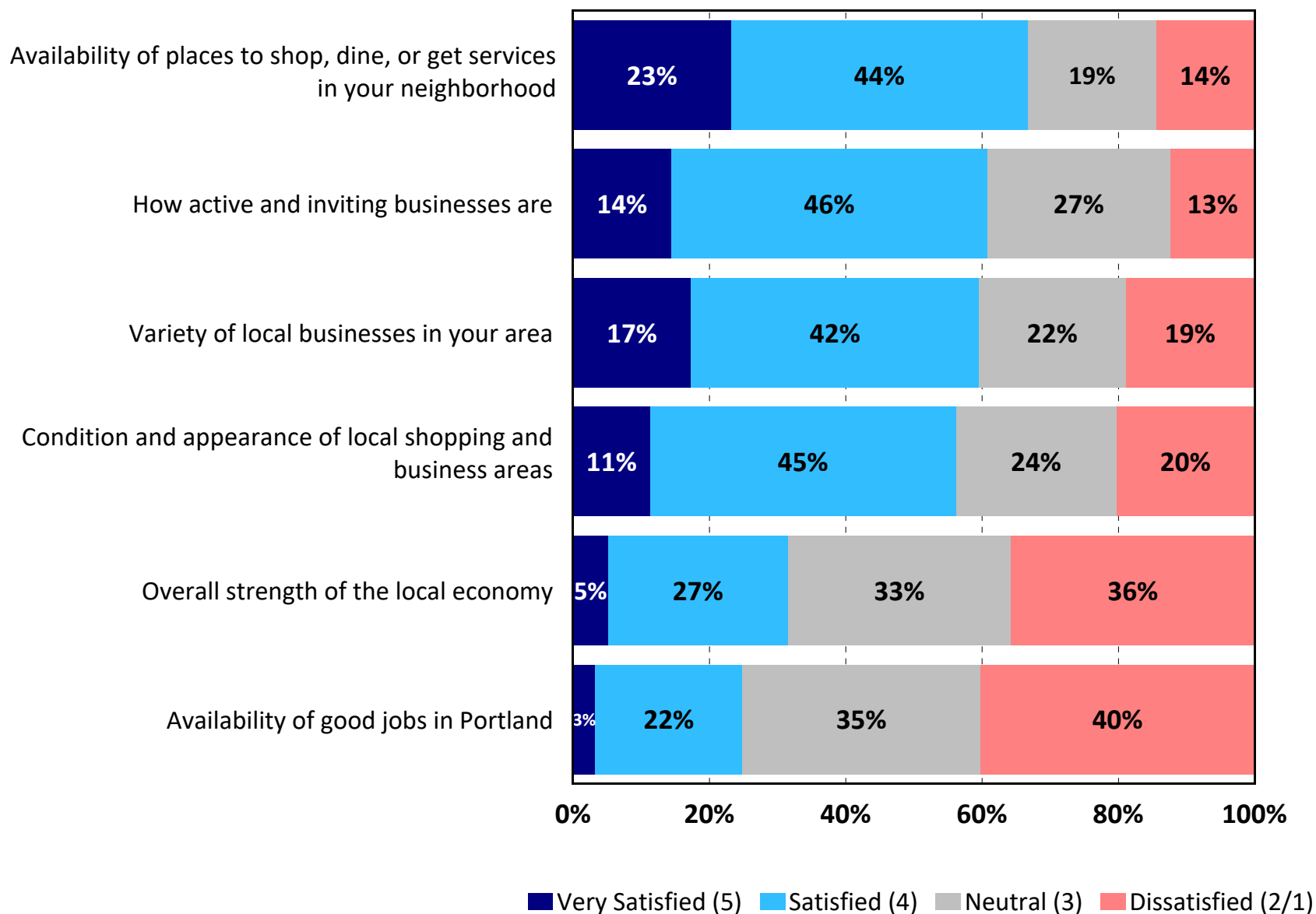
Q16. Parks and Recreation Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices



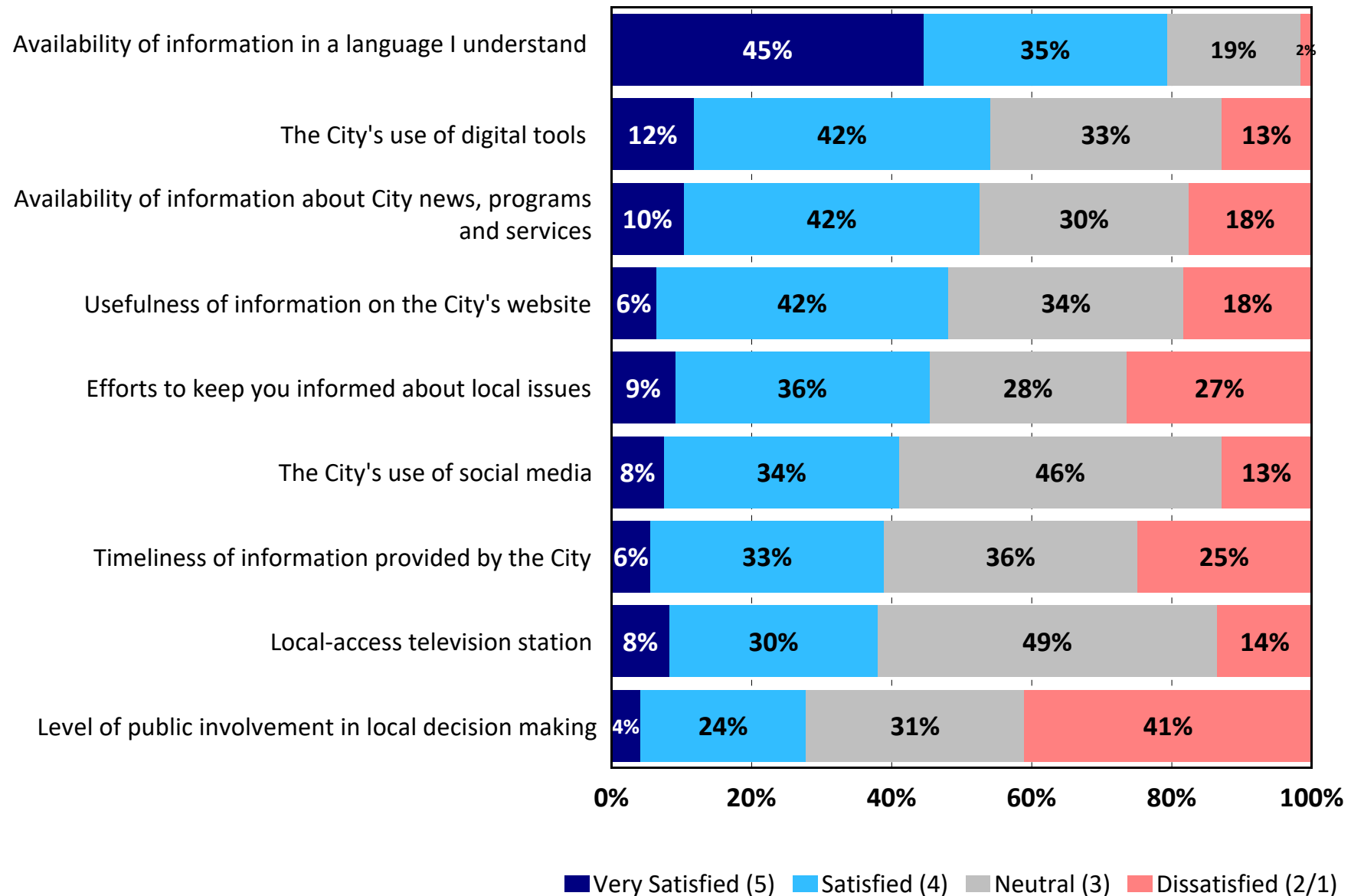
Q17. Satisfaction With Economic Development

by percentage of respondents (excluding “don't know”)



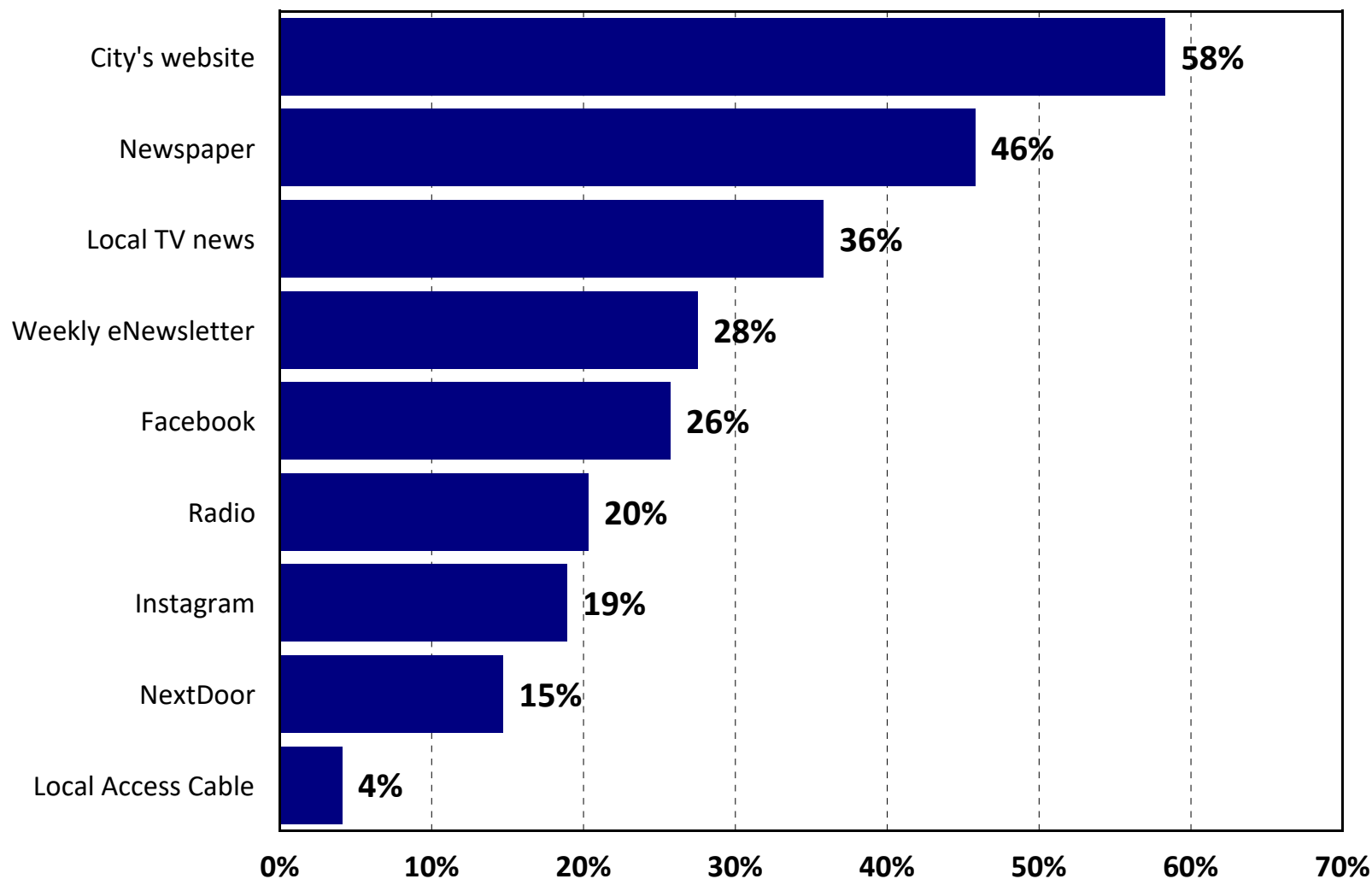
Q18. Satisfaction With Communication and Transparency

by percentage of respondents (excluding "don't know")



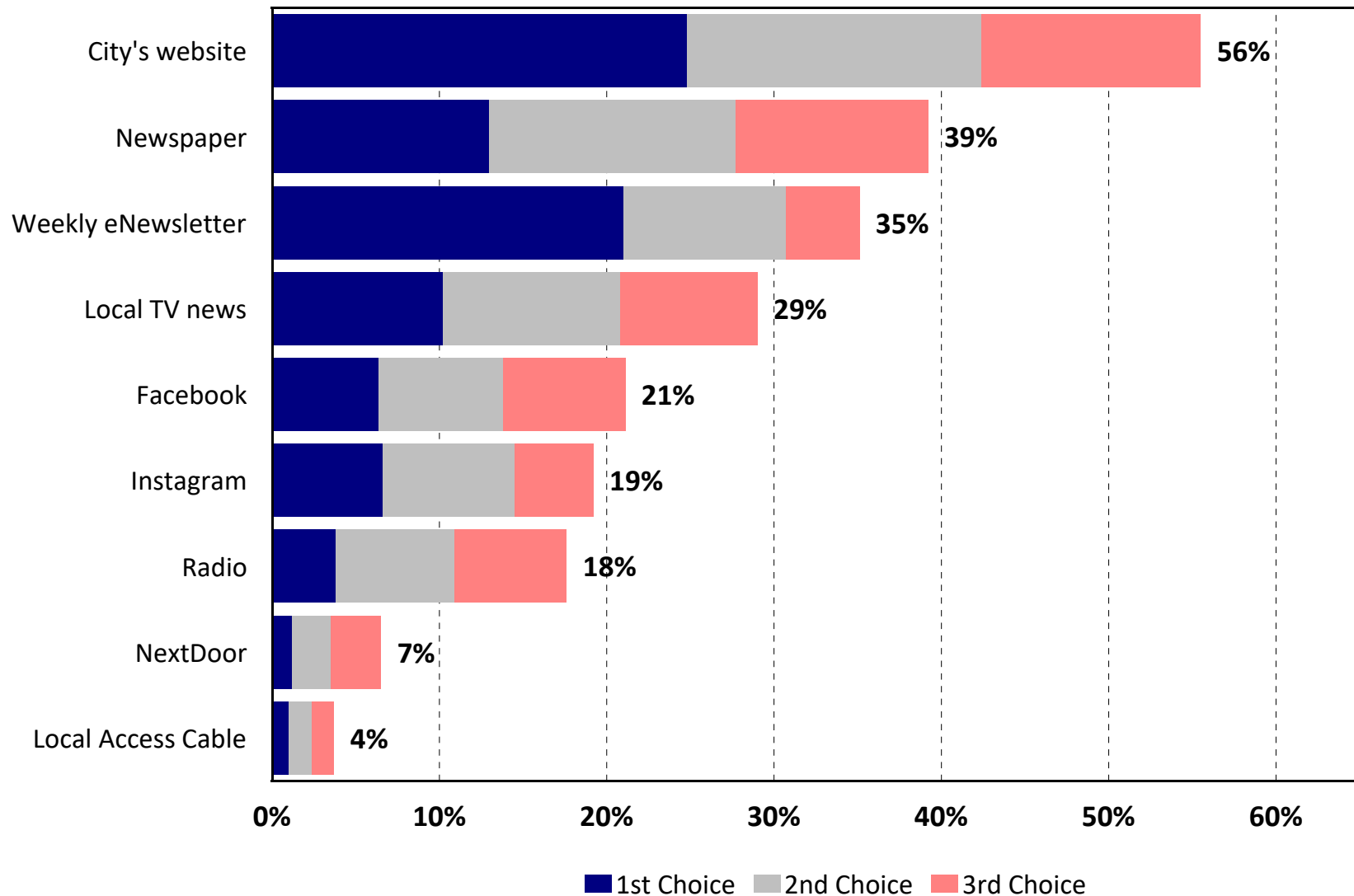
Q19. Primary Sources of Information About City Issues, Services, and Events

by percentage of respondents (multiple selections could be made)



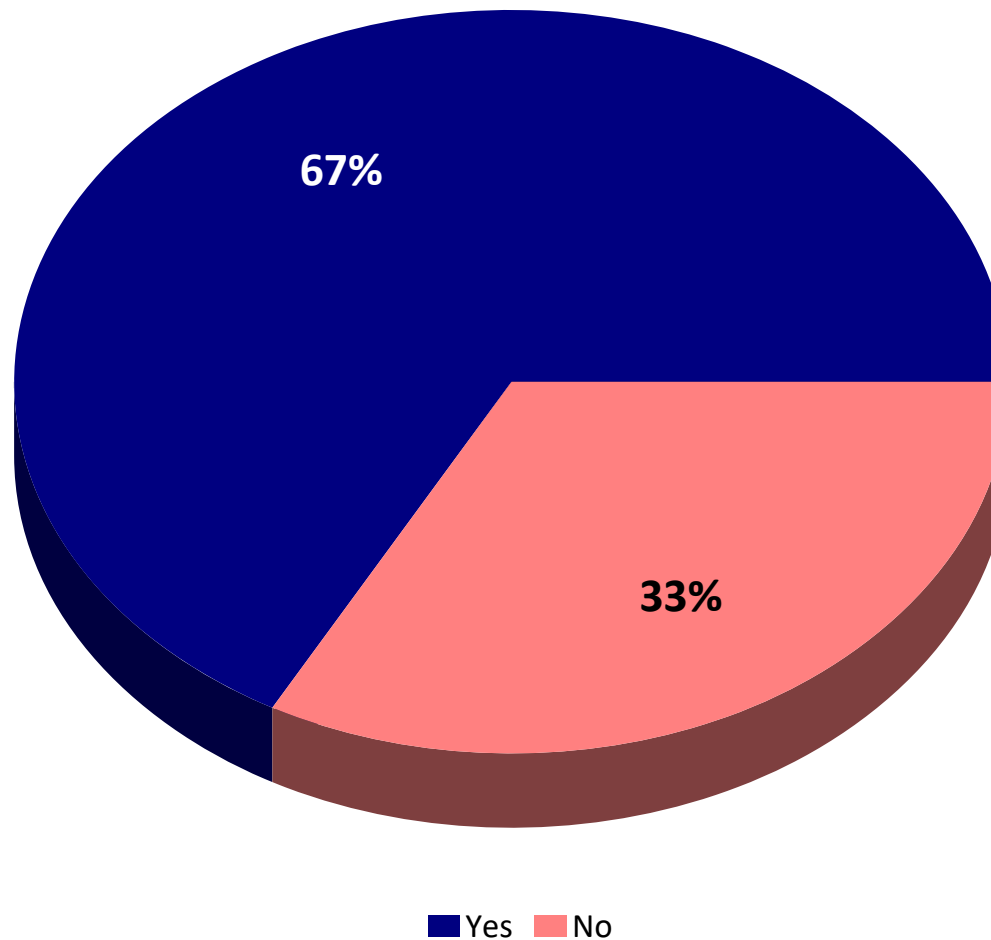
Q20. Most Preferred Methods of Receiving Information About the City

by percentage of respondents who selected the item as one of their top three choices



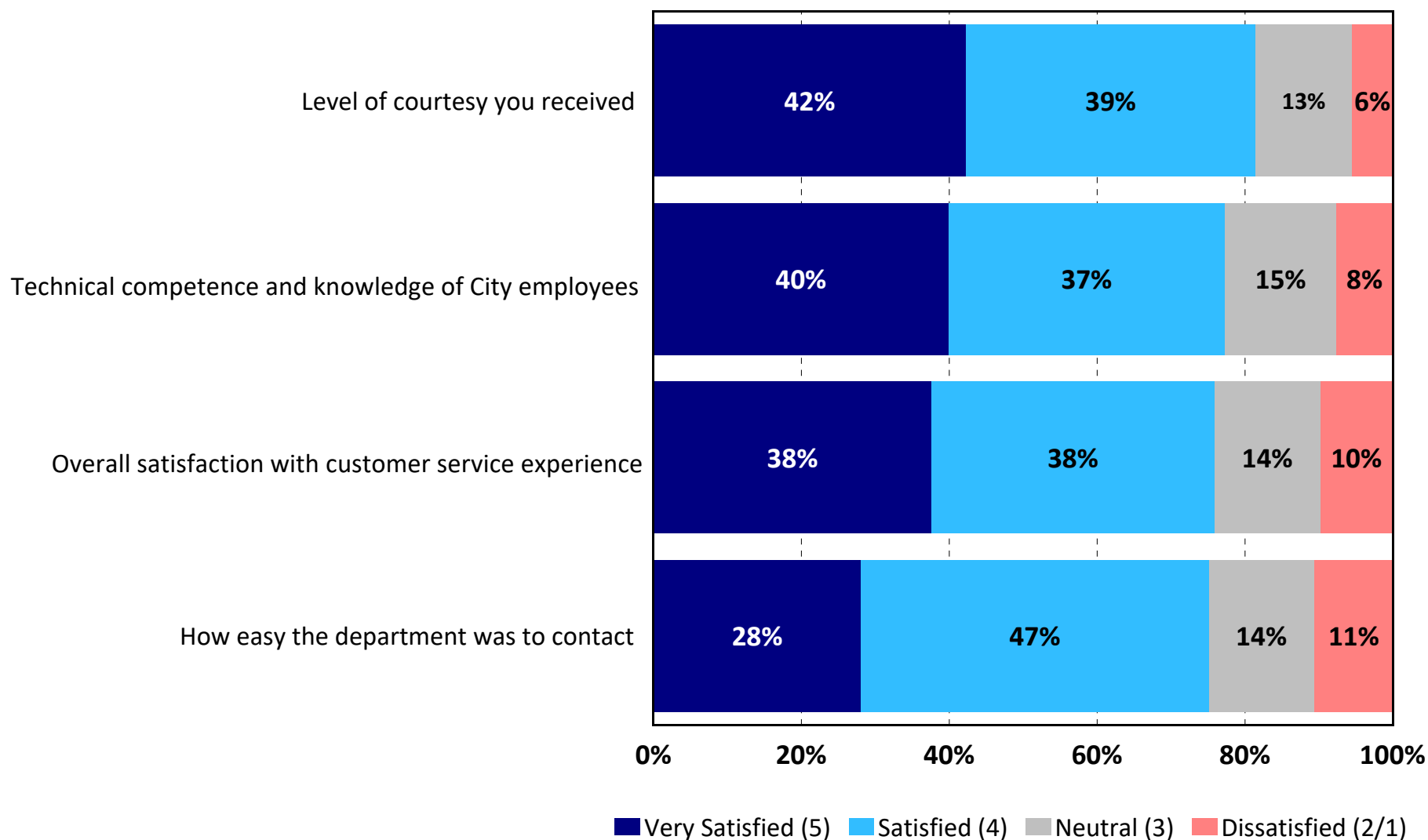
Q21. Have you interacted with the City during the past year?

by percentage of respondents



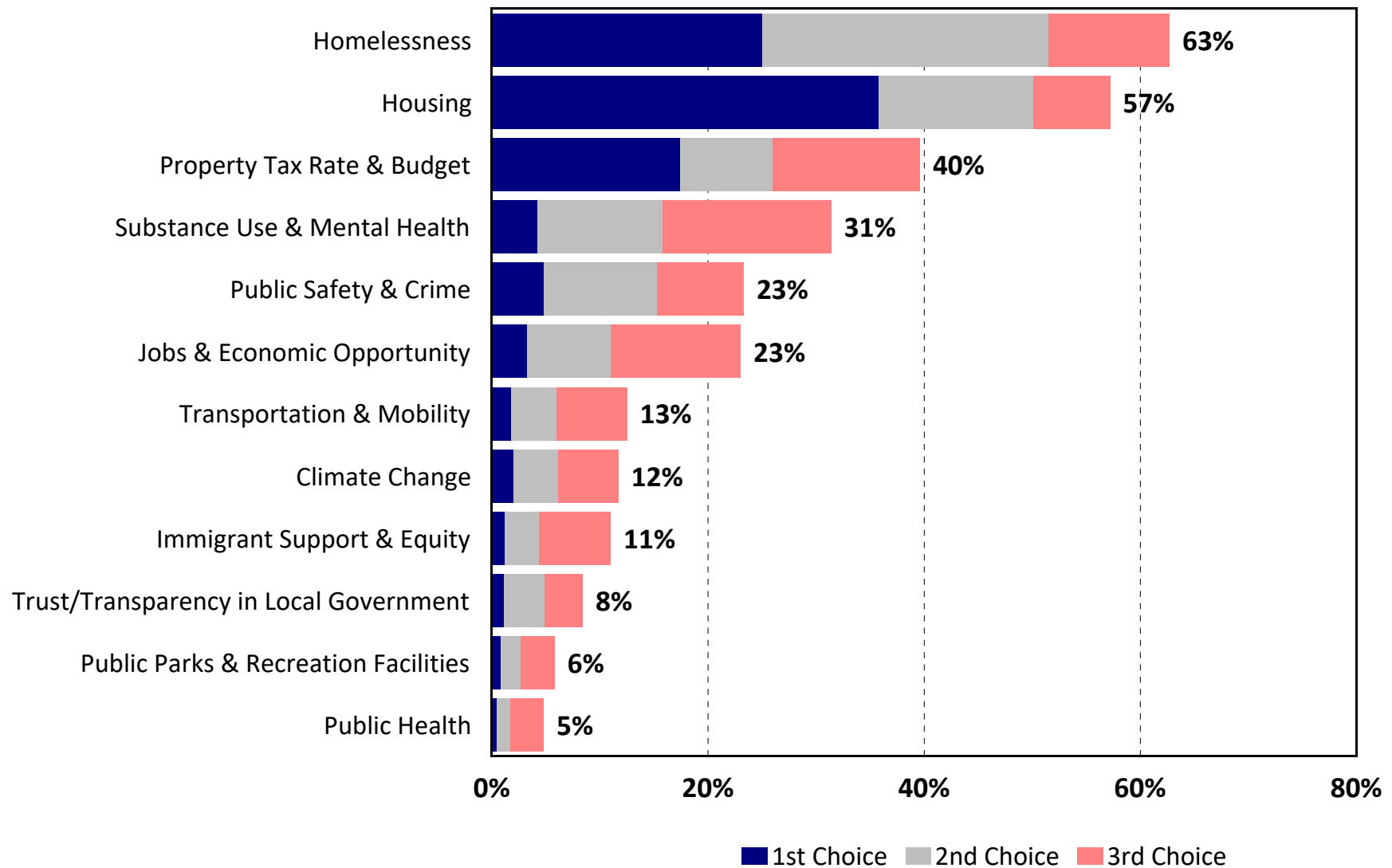
Q21a. Satisfaction with Quality of Customer Service from City Employees

by percentage of respondents who interacted with the City during the past year (excluding "don't know")



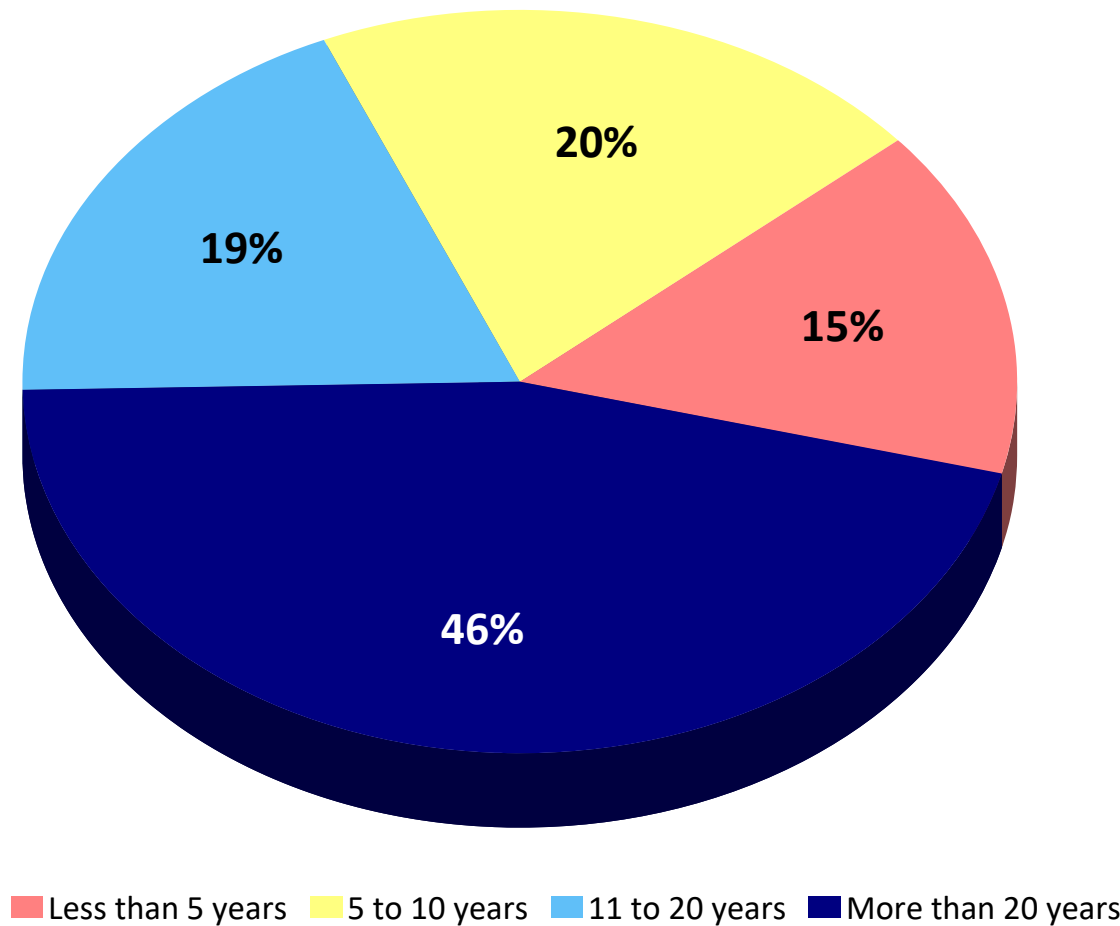
Q22. Issues That Residents Think Will be the Most Significant Over the Next 5 Years

by percentage of respondents who selected the item as one of their top three choices



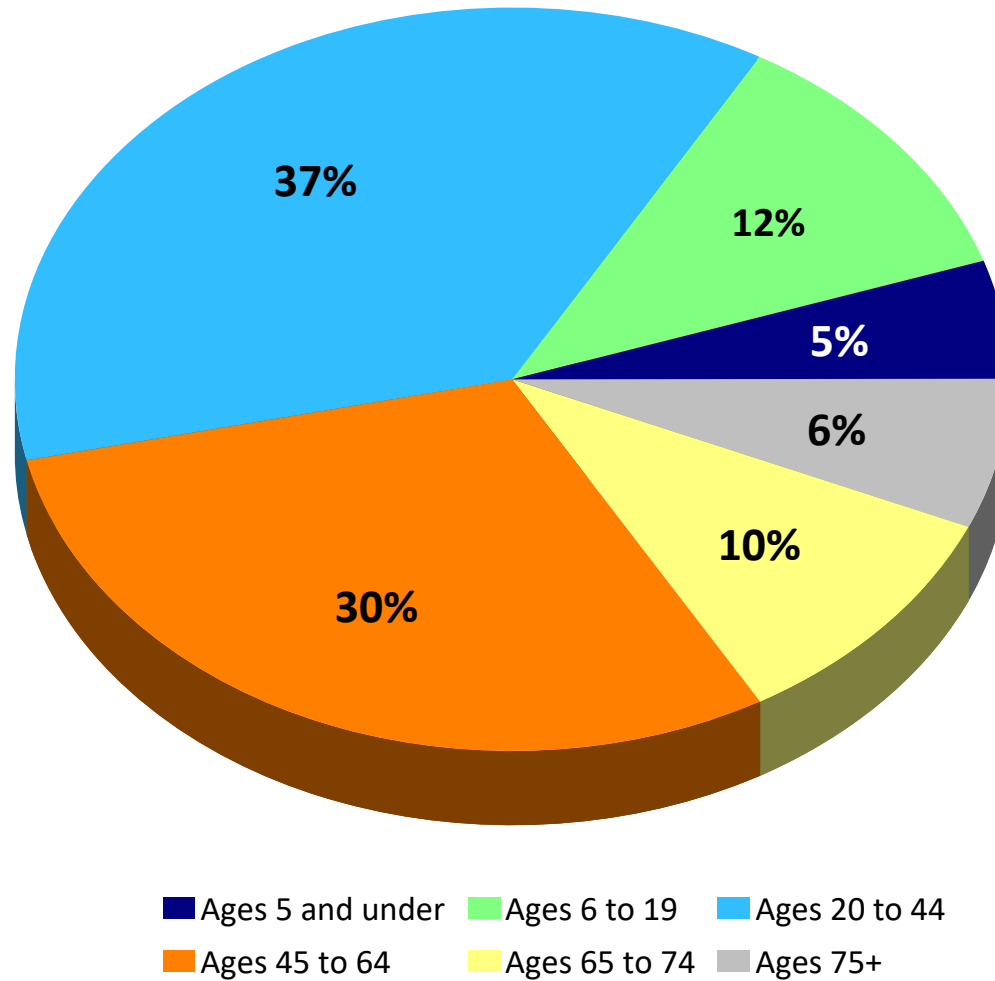
Q23. Demographics: Approximately how many years have you lived in Portland?

by percentage of respondents (excluding “not provided”)



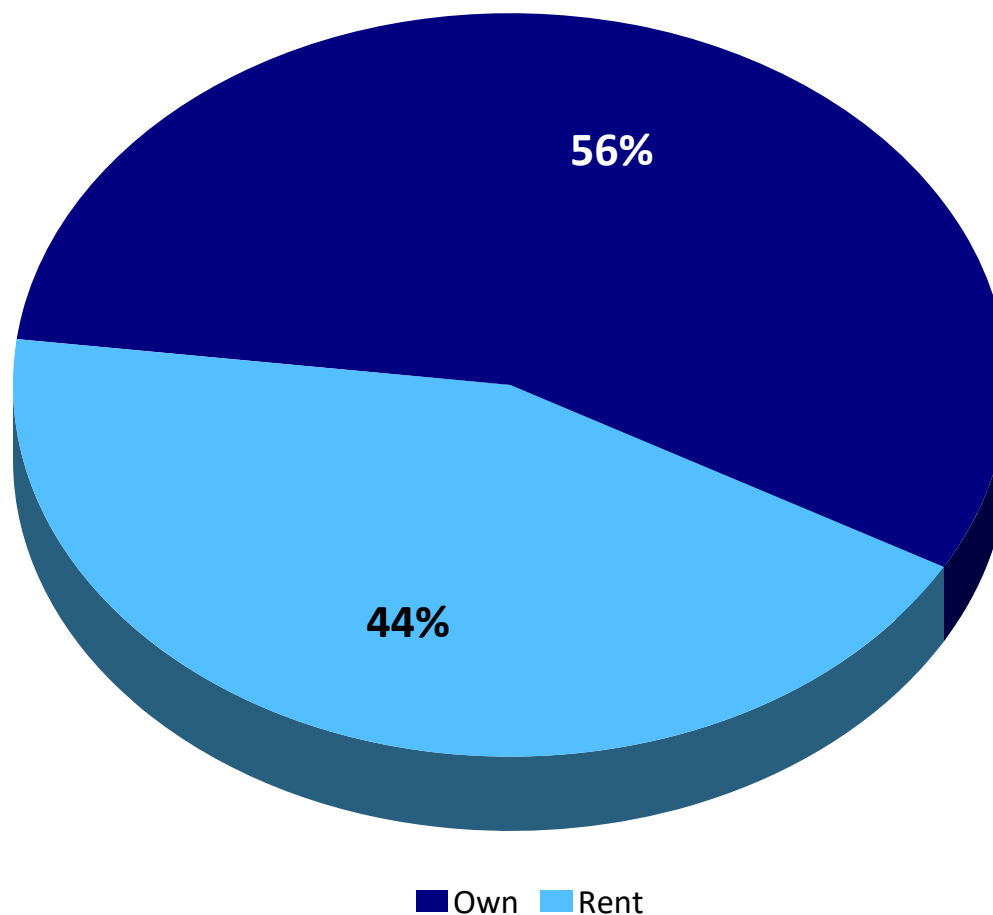
Q24. Demographics: Ages of Household Members

by percentage of persons in the household



Q25. Demographics: Do you own or rent your current residence?

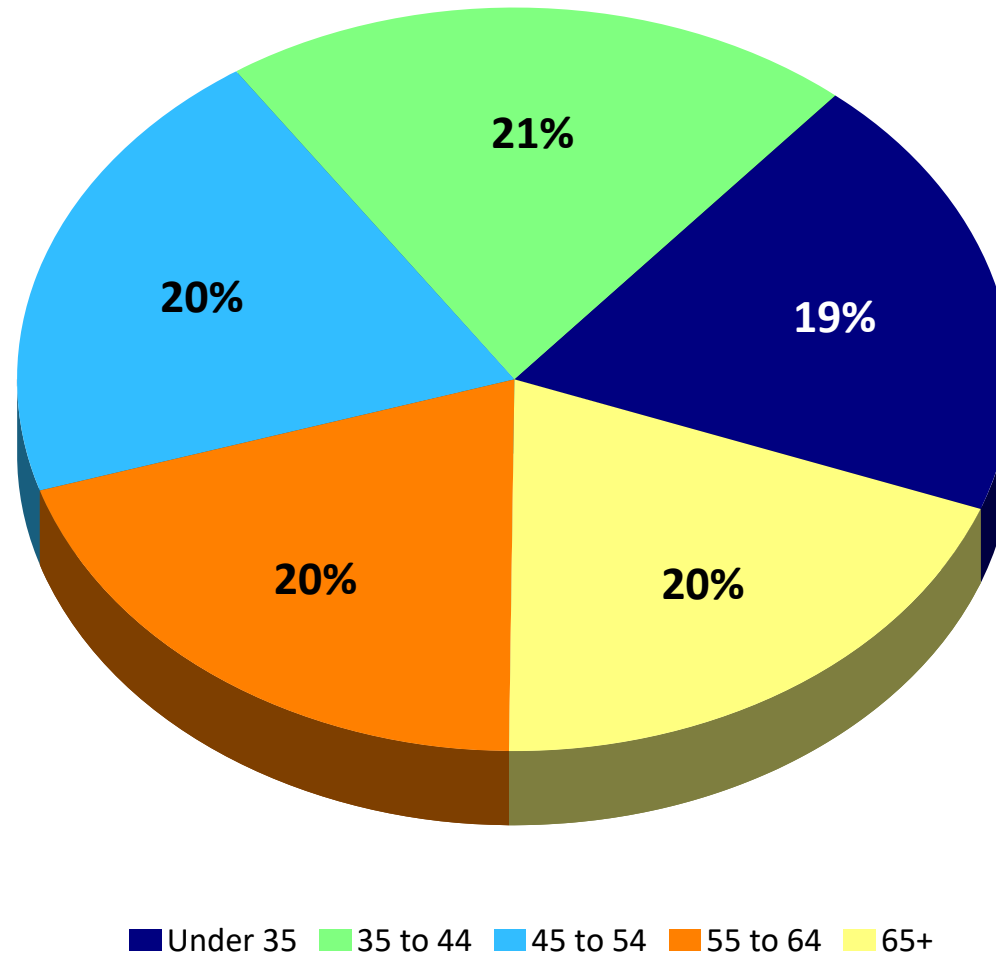
by percentage of respondents (excluding “not provided”)



0.5% selected “other”

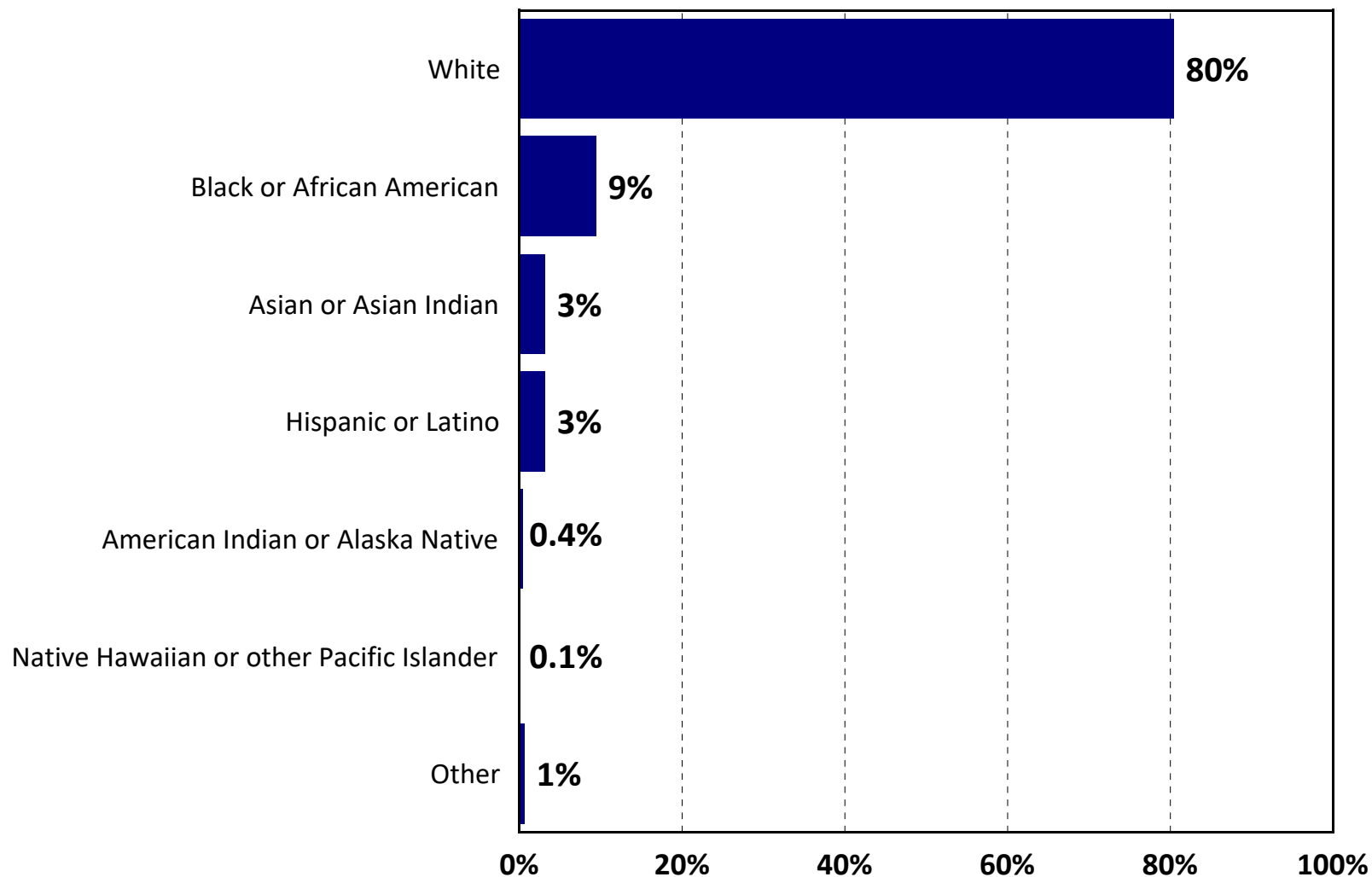
Q26. Demographics: Age of Respondent

by percentage of respondents (excluding “not provided”)



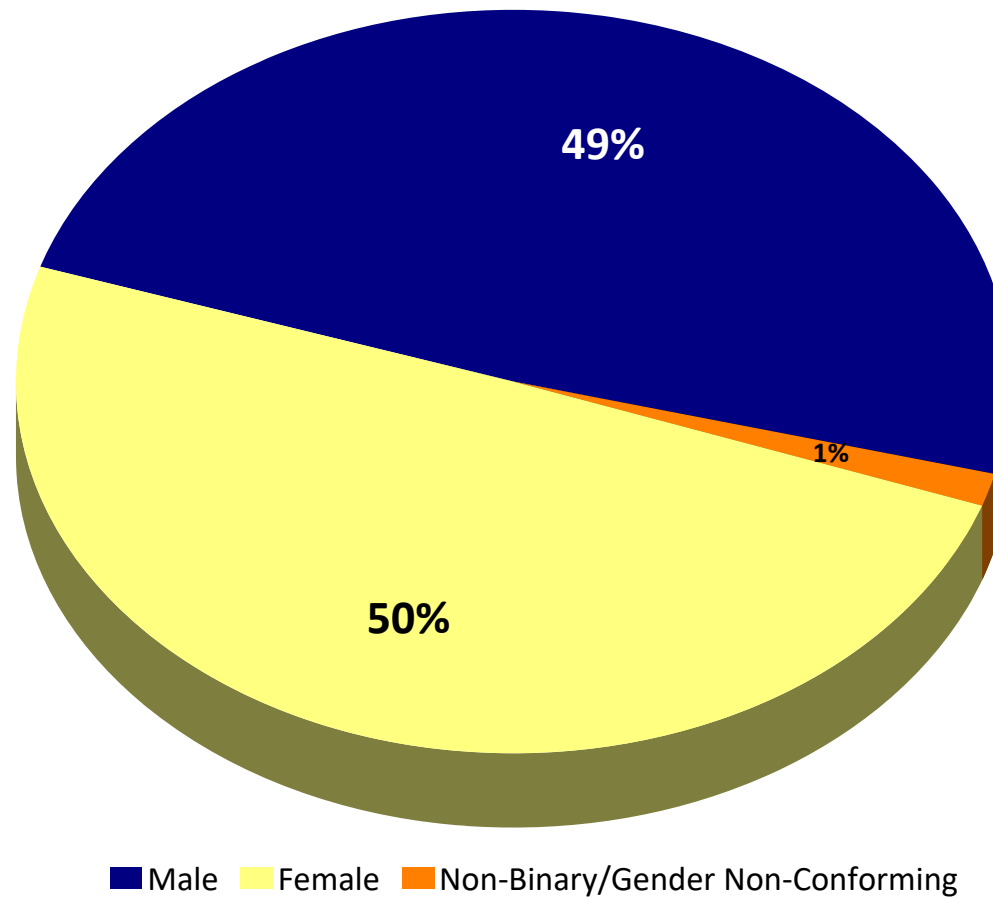
Q27. Demographics: Race/Ethnicity

by percentage of respondents (multiple selections could be made)



Q28. Demographics: Gender

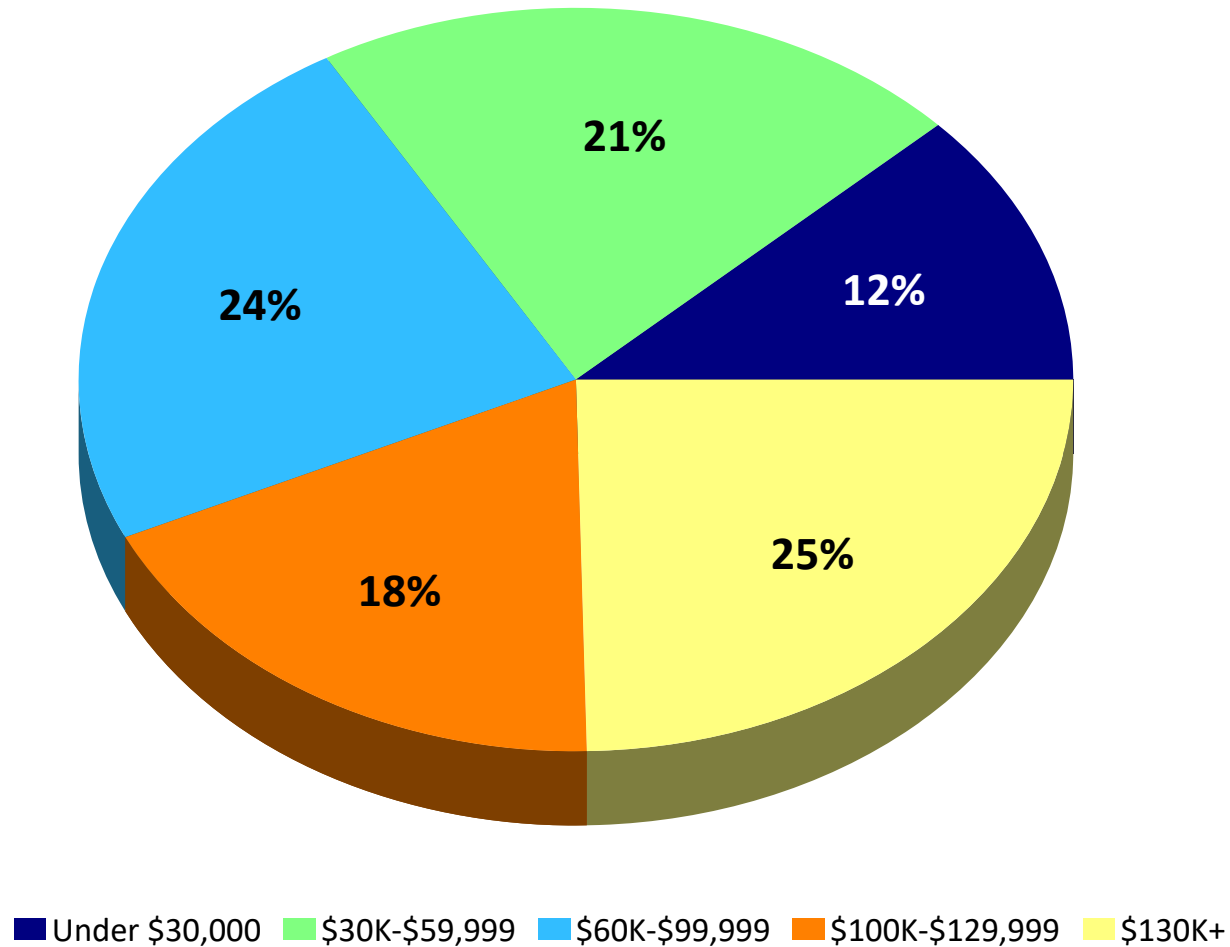
by percentage of respondents (excluding “prefer not to answer”)



0.2% self-identified as transgender man
0.1% self-identified as transgender woman
0.1% self-identified as other

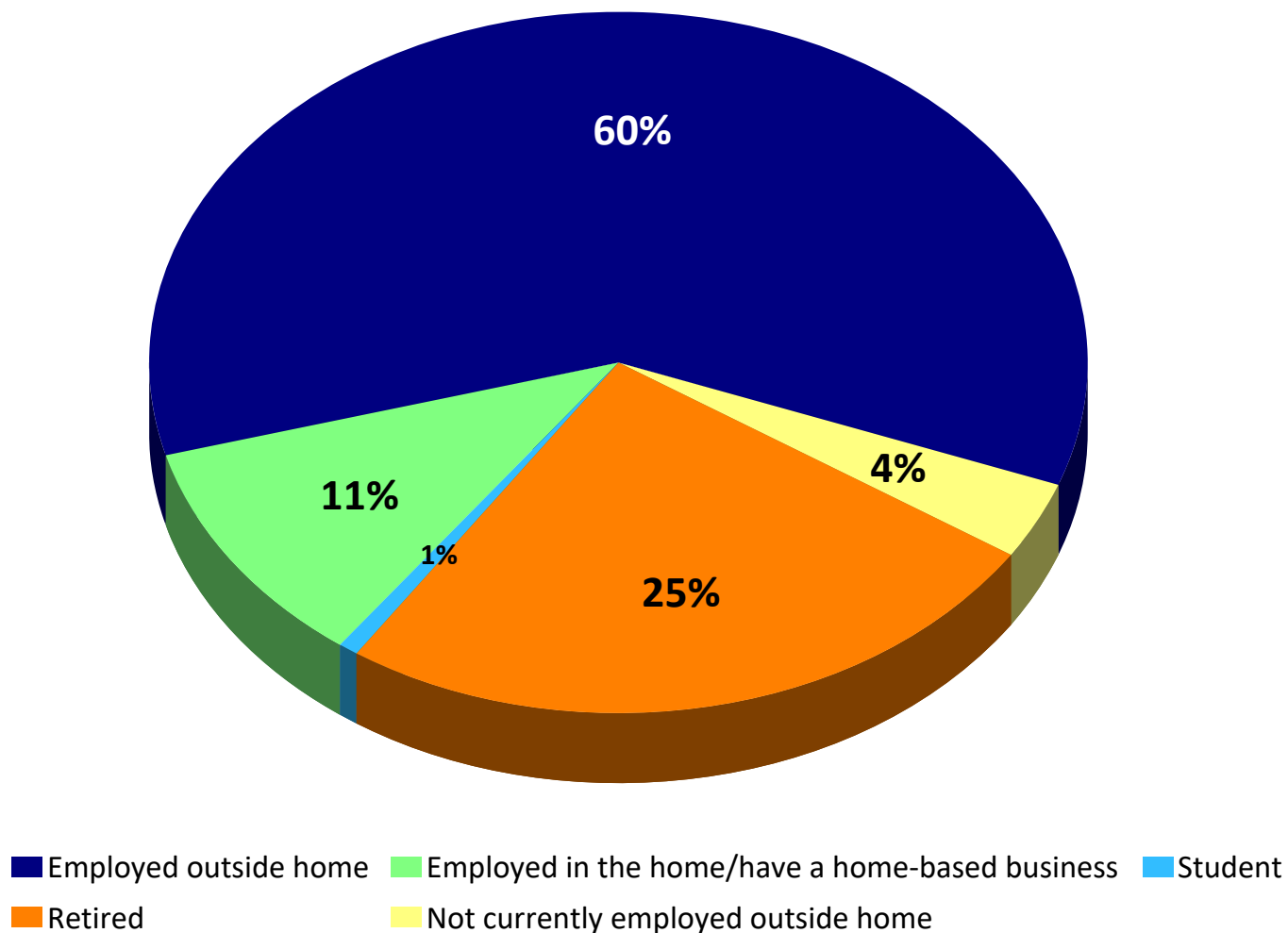
Q29. Demographics: Total Household Income

by percentage of respondents (excluding “not provided”)



Q30. Demographics: Current Employment Status

by percentage of respondents (excluding “not provided”)





Benchmarking Analysis

Benchmarking Analysis



Overview

ETC Institute's *DirectionFinder*® program was originally developed in 1999 to help community leaders across the United States use statistically valid community survey data as a tool for making better decisions. Since November 1999, the survey has been administered in more than 1,000 cities and counties in 49 states.

This report contains benchmarking data from two sources. The first source is from a national survey that was administered by ETC Institute during the summer of 2025 to a random sample of residents in the continental United States. The second source is from a regional survey administered to a random sample of residents in the Northeast Region of the United States during the summer of 2025. The states that make up the Northeast Region are Maine, New Hampshire, Vermont, Rhode Island, Massachusetts, Connecticut, New Jersey, and New York.

The “U.S. Average” shown in the charts reflects the overall results of ETC Institute’s national survey of residents; the “Northeast Regional Average” shown in the charts reflects the results of the regional survey of residents in the Northeast Region.

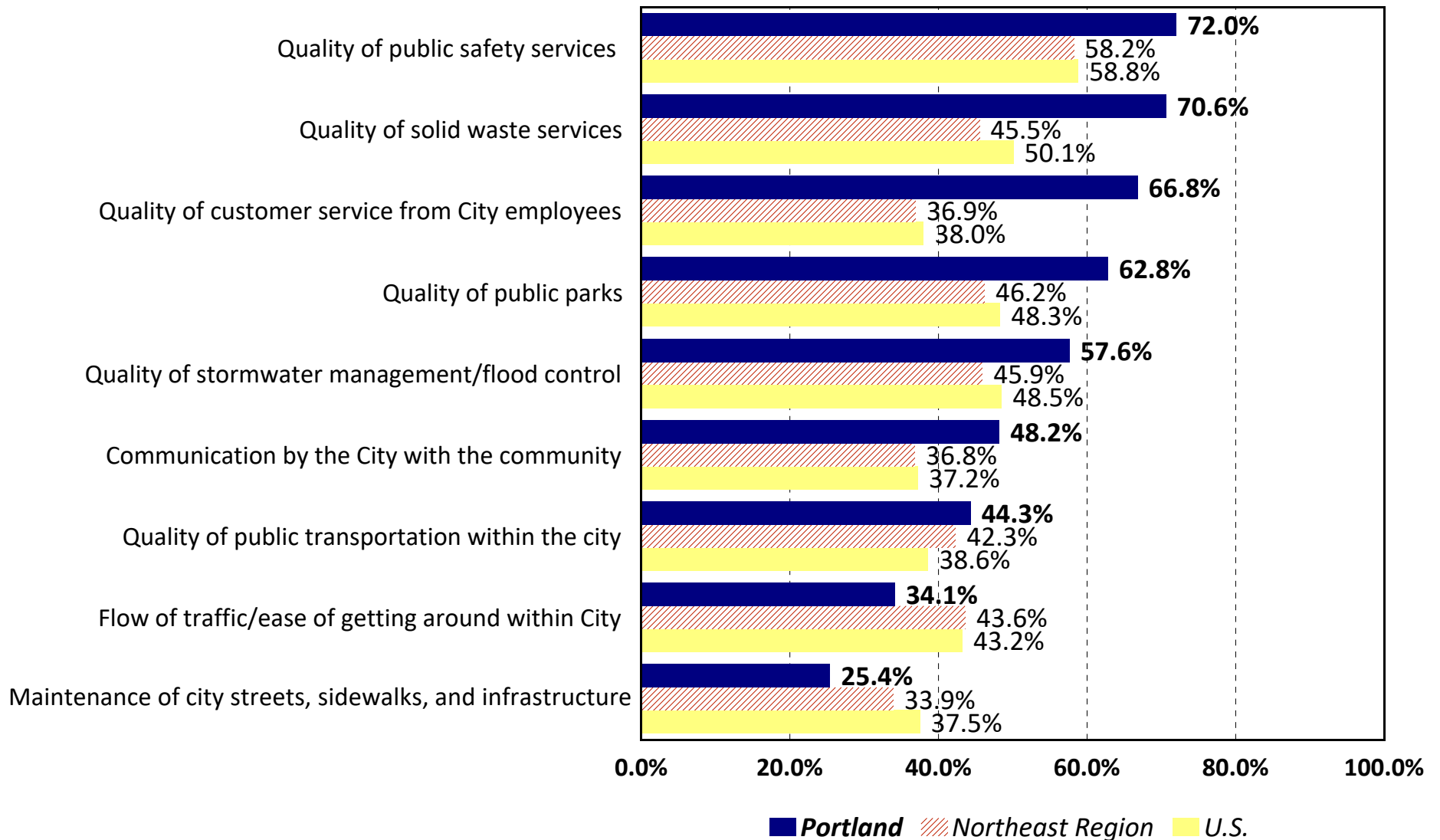
National Benchmarks

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with Portland, Maine is not authorized without written consent from ETC Institute.

Satisfaction With City Services

Portland vs. Northeast Region vs. the U.S.

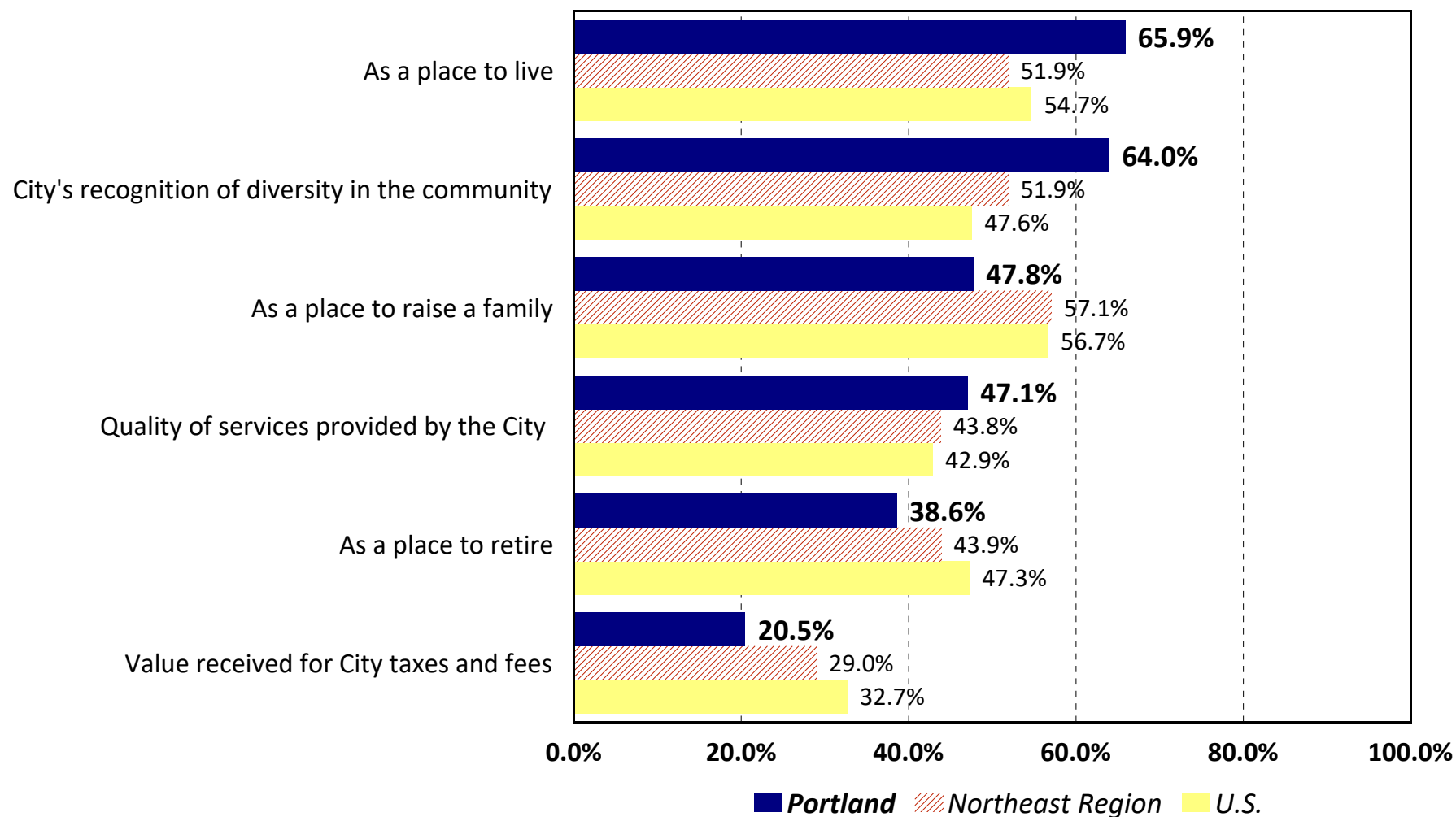
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding "don't know")



Satisfaction With Items That Influence Perceptions of the Community

Portland vs. Northeast Region vs. the U.S.

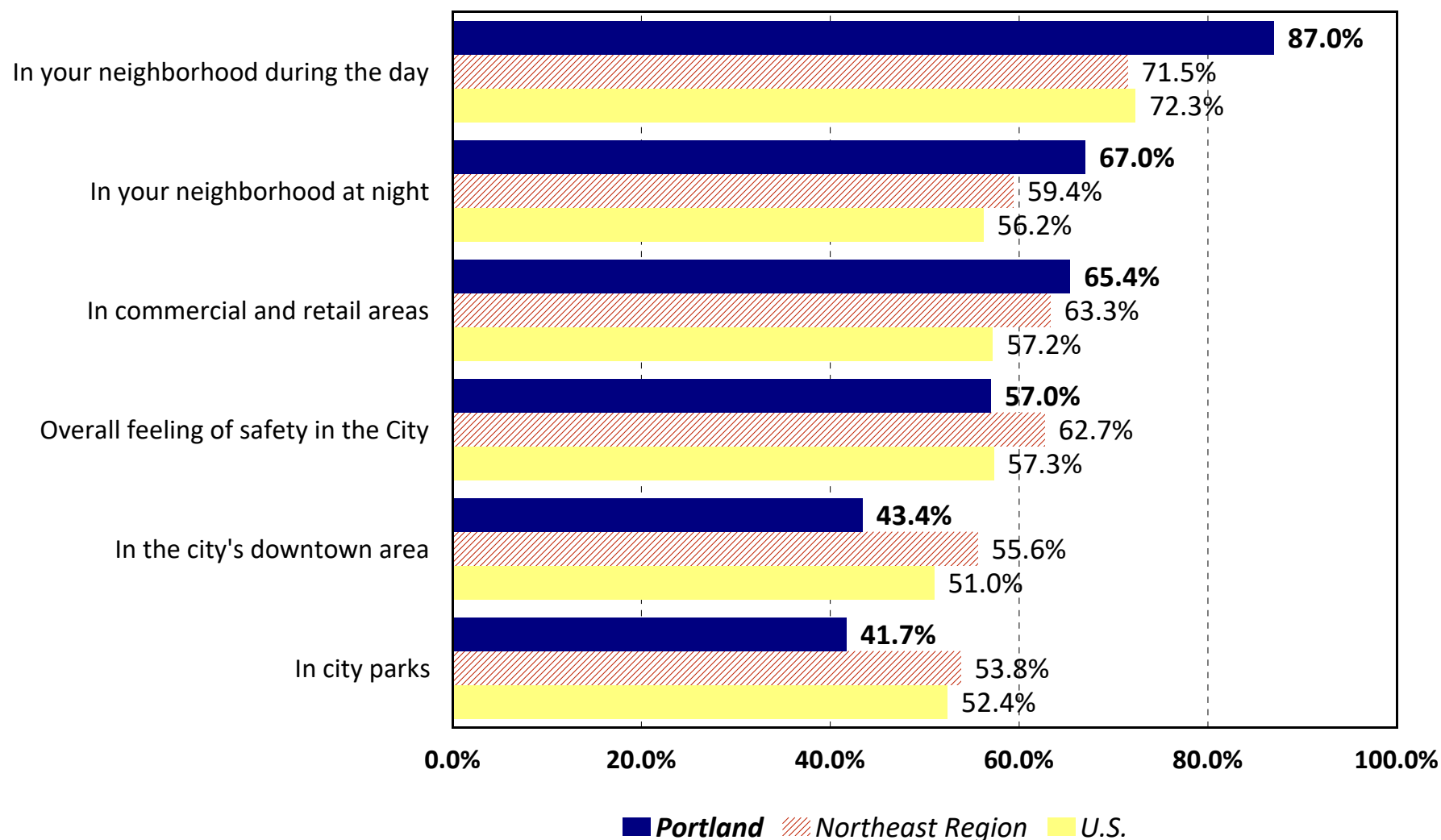
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding "don't know")



Perceptions of Safety in the Following Situations

Portland vs. Northeast Region vs. the U.S.

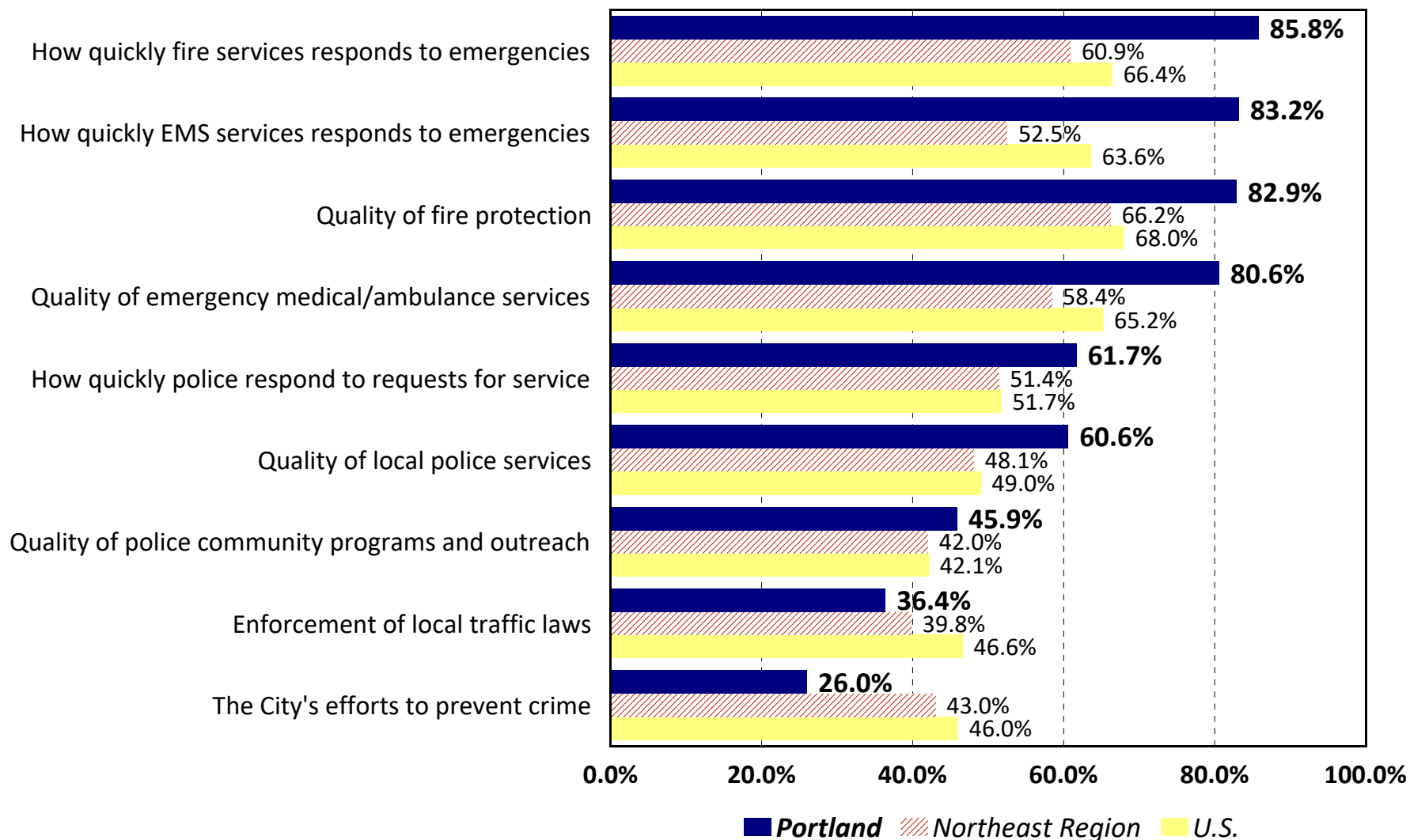
by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very safe" and 1 was "very unsafe" (excluding don't knows)



Satisfaction With Public Safety Services

Portland vs. Northeast Region vs. the U.S.

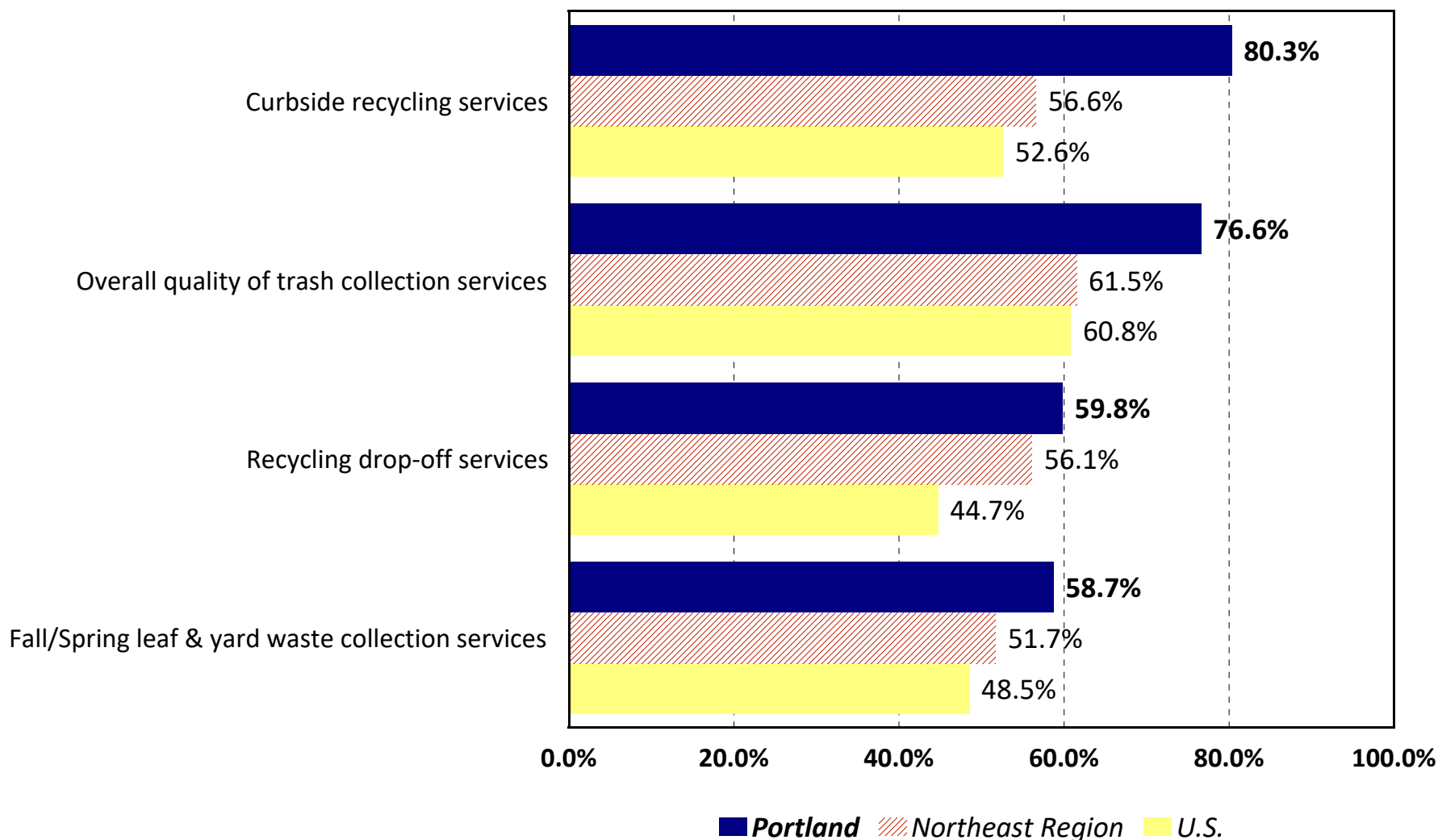
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding "don't know")



Satisfaction With Trash and Recycling Services

Portland vs. Northeast Region vs. the U.S.

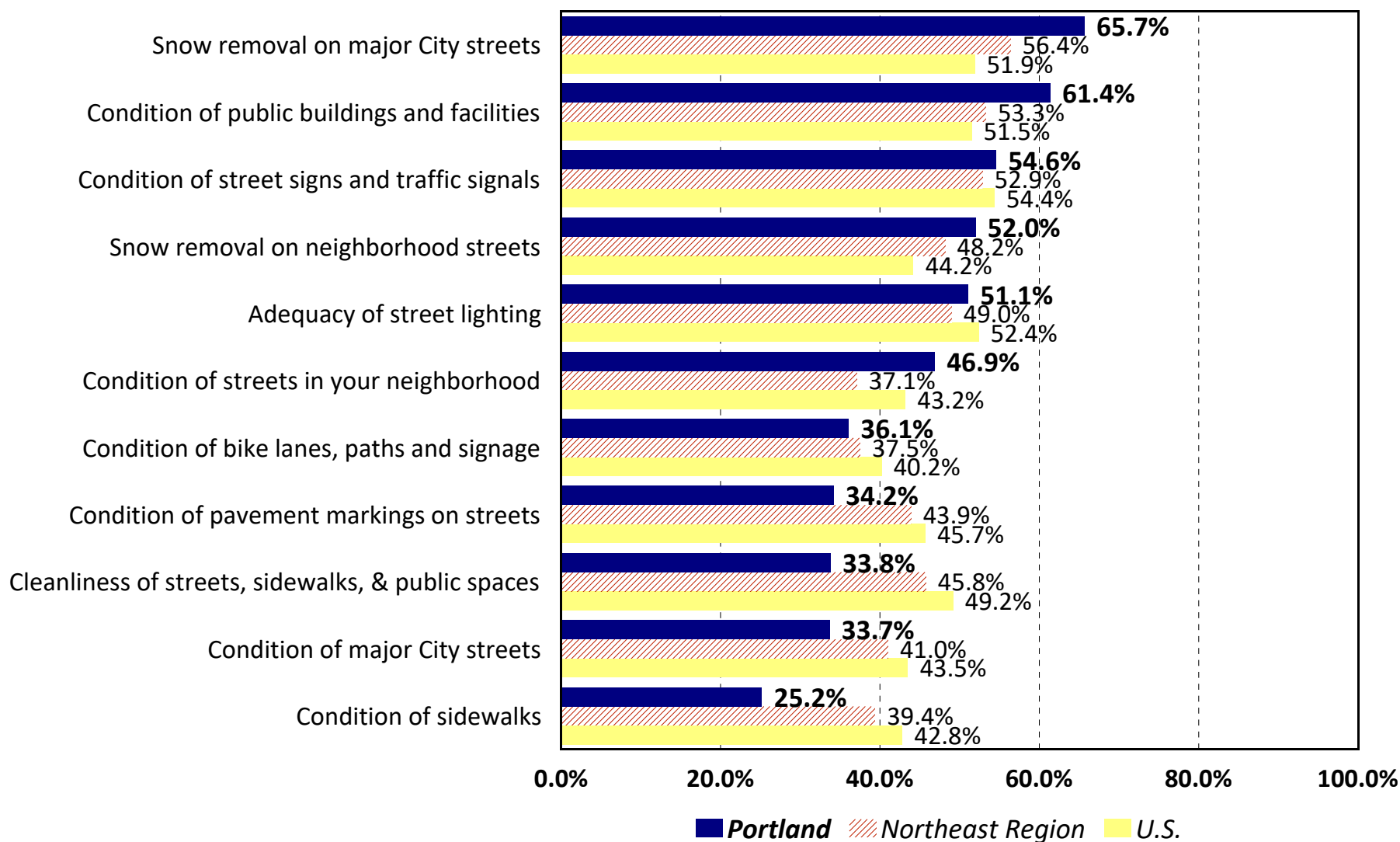
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Satisfaction With Maintenance and Public Works

Portland vs. Northeast Region vs. the U.S.

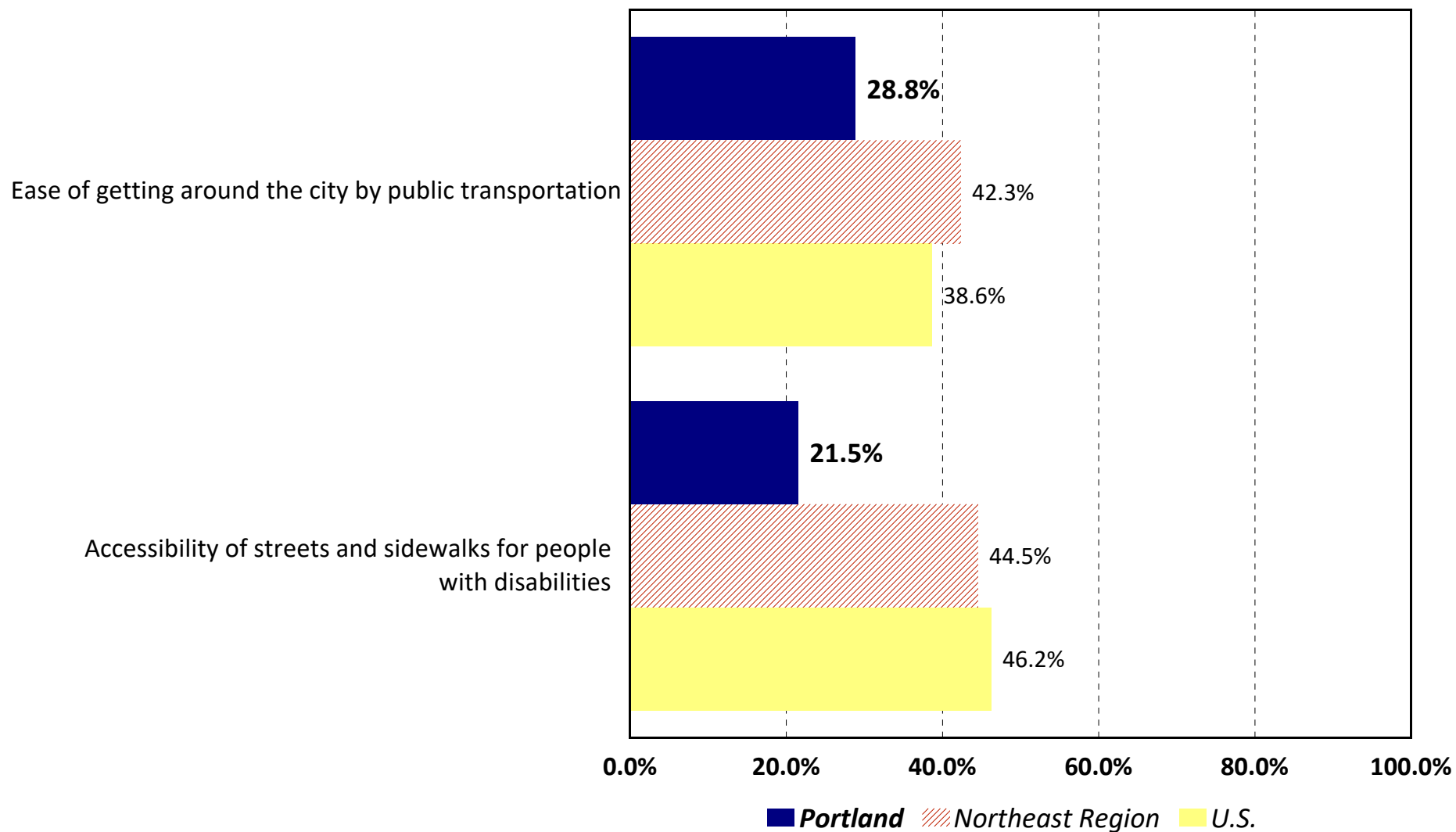
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Satisfaction With Transportation and Mobility

Portland vs. Northeast Region vs. the U.S.

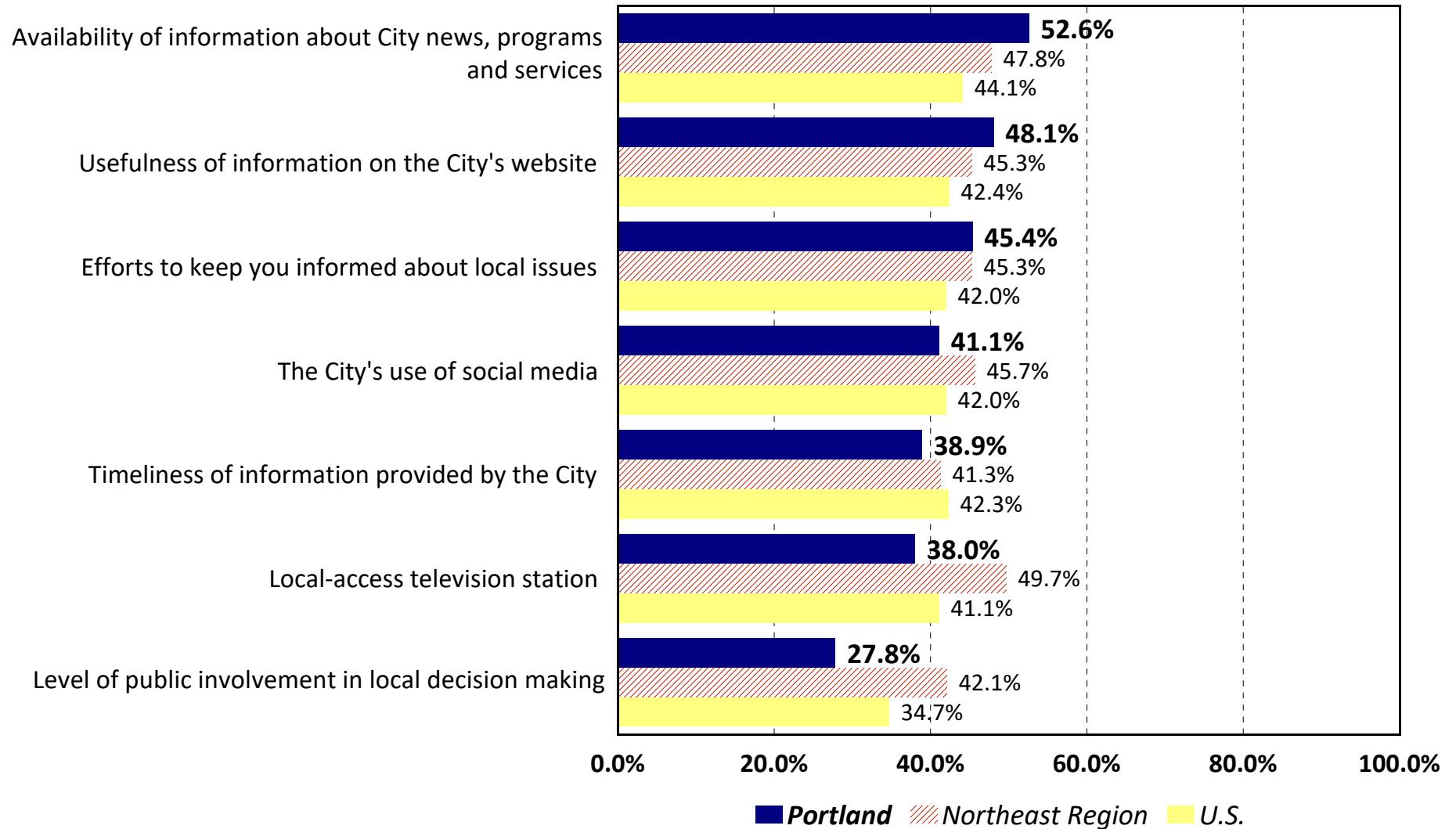
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Satisfaction With Communication and Transparency

Portland vs. Northeast Region vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



3 Importance-Satisfaction Analysis

Importance-Satisfaction Analysis



Importance-Satisfaction Matrix Analysis

The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high. ETC Institute developed an Importance-Satisfaction Matrix to display the perceived importance of major services that were assessed on the survey against the perceived quality of service delivery. The two axes on the matrix represent Satisfaction (vertical) and relative Importance (horizontal).

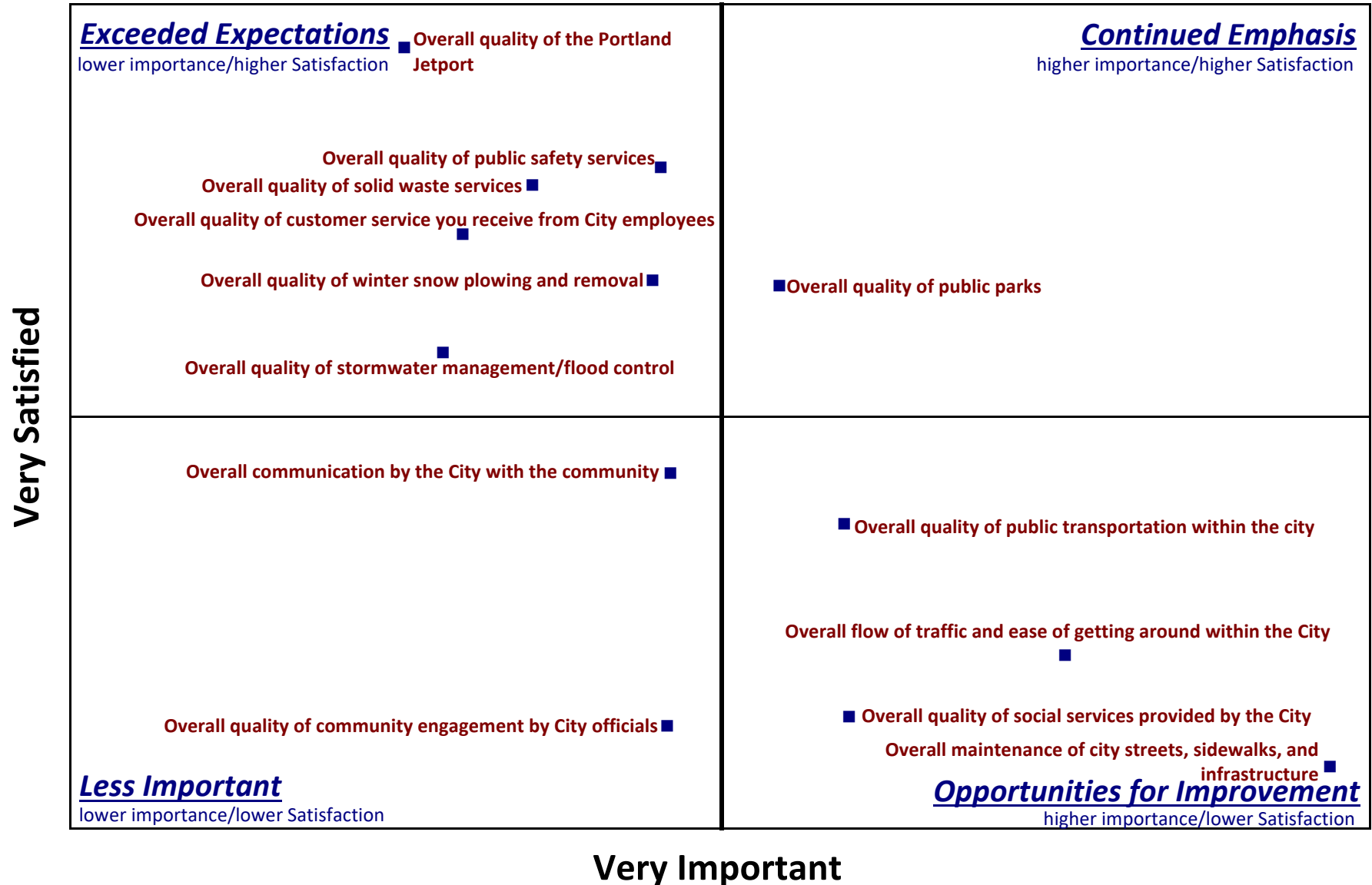
The I-S (Importance-Satisfaction) matrix should be interpreted as follows.

- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the City is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The City should maintain (or slightly increase) emphasis on items in this area.
- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the City is performing significantly better than customers expect the City to perform. Items in this area do not significantly affect the overall level of satisfaction that residents have with City services. The City should maintain (or slightly decrease) emphasis on items in this area.
- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the City is not performing as well as residents expect the City to perform. This area has a significant impact on customer satisfaction, and the City should DEFINITELY increase emphasis on items in this area.
- **Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well relative to its performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly affect overall satisfaction with City services because the items are less important to residents. The agency should maintain current levels of emphasis on items in this area.

Matrix charts showing the results for the City of Portland are provided on the following pages.

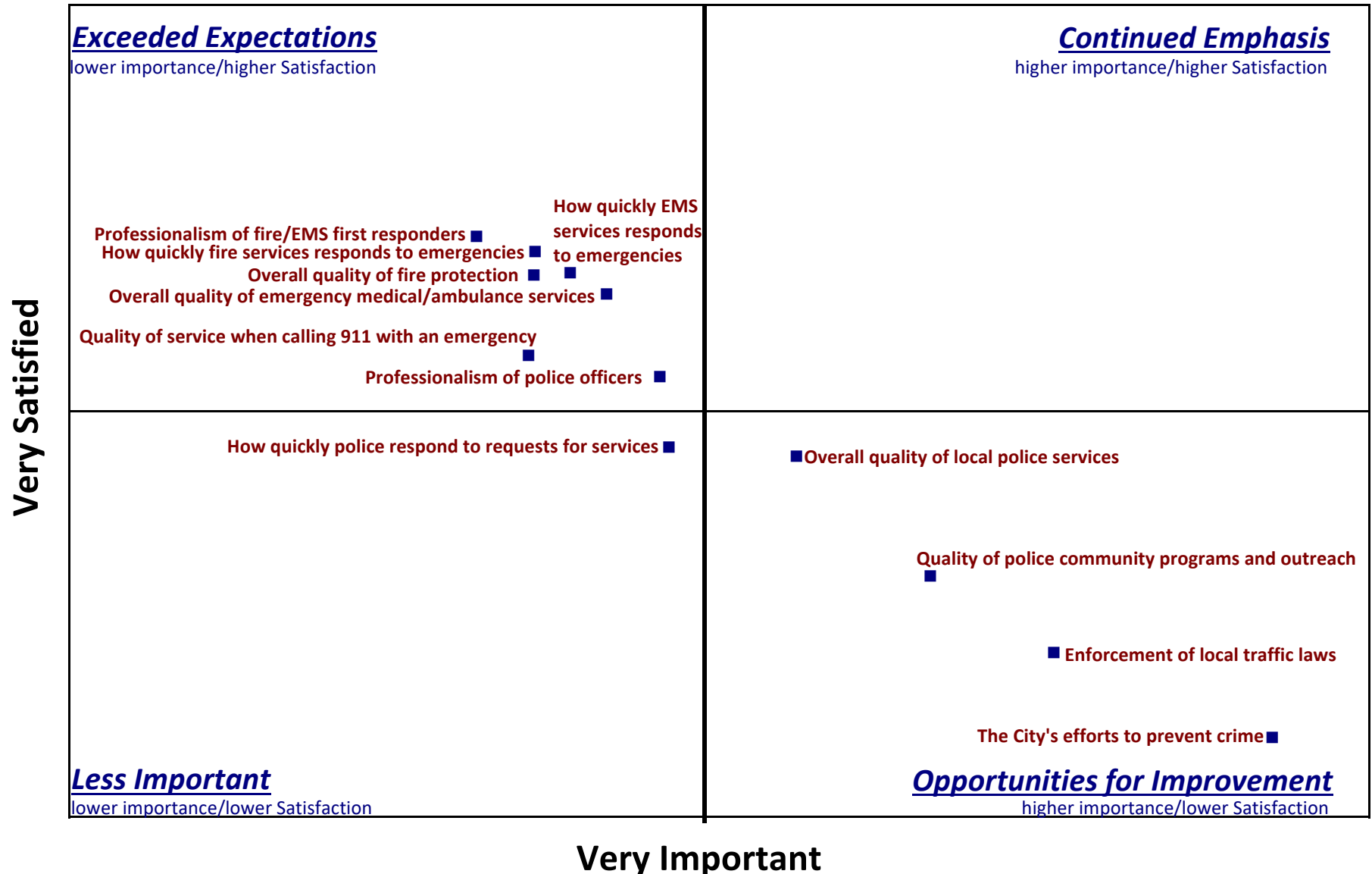
Importance-Satisfaction Assessment Matrix

-Major Categories of City Services-



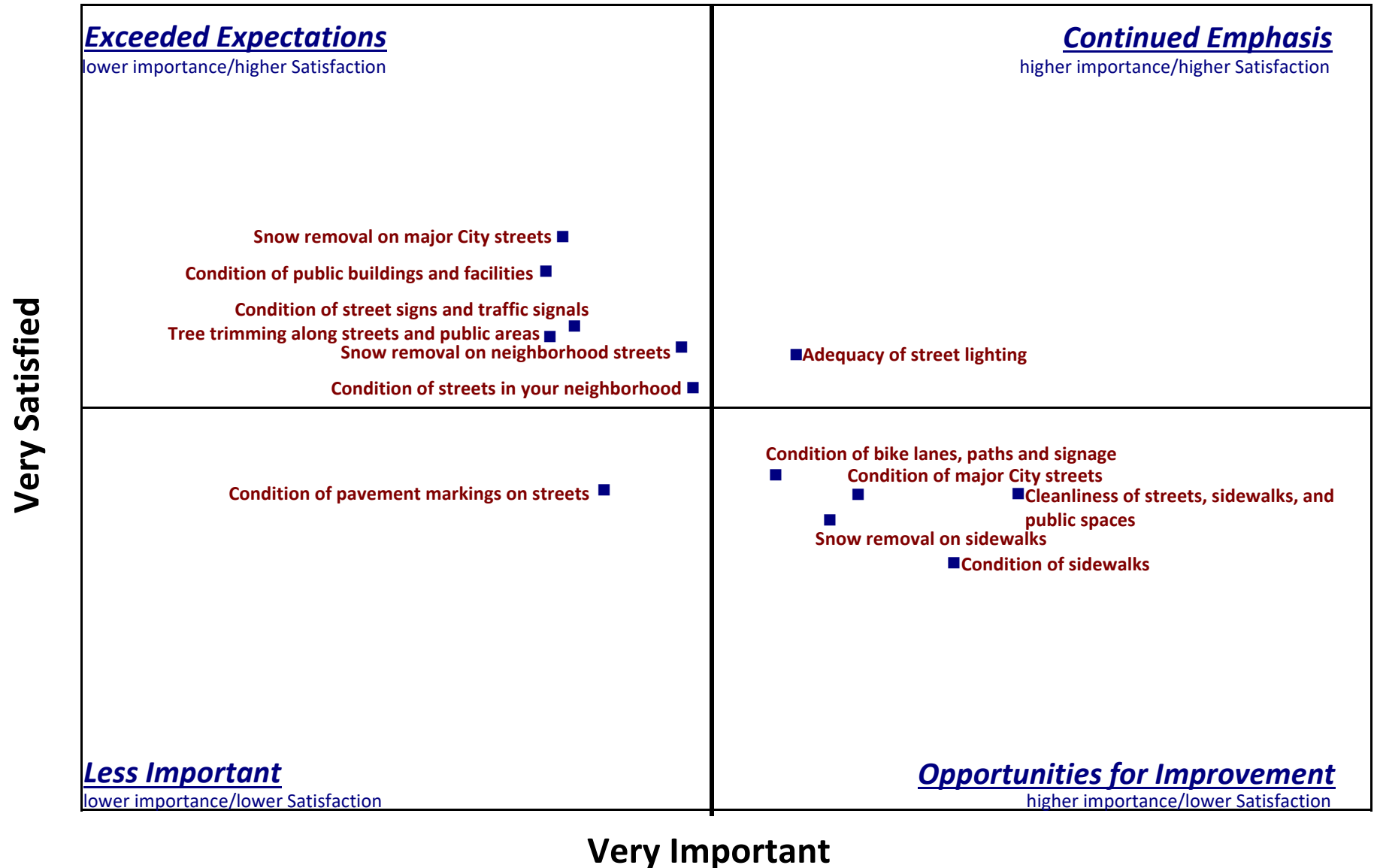
Importance-Satisfaction Assessment Matrix

-Public Safety-



Importance-Satisfaction Assessment Matrix

-Maintenance and Public Works-



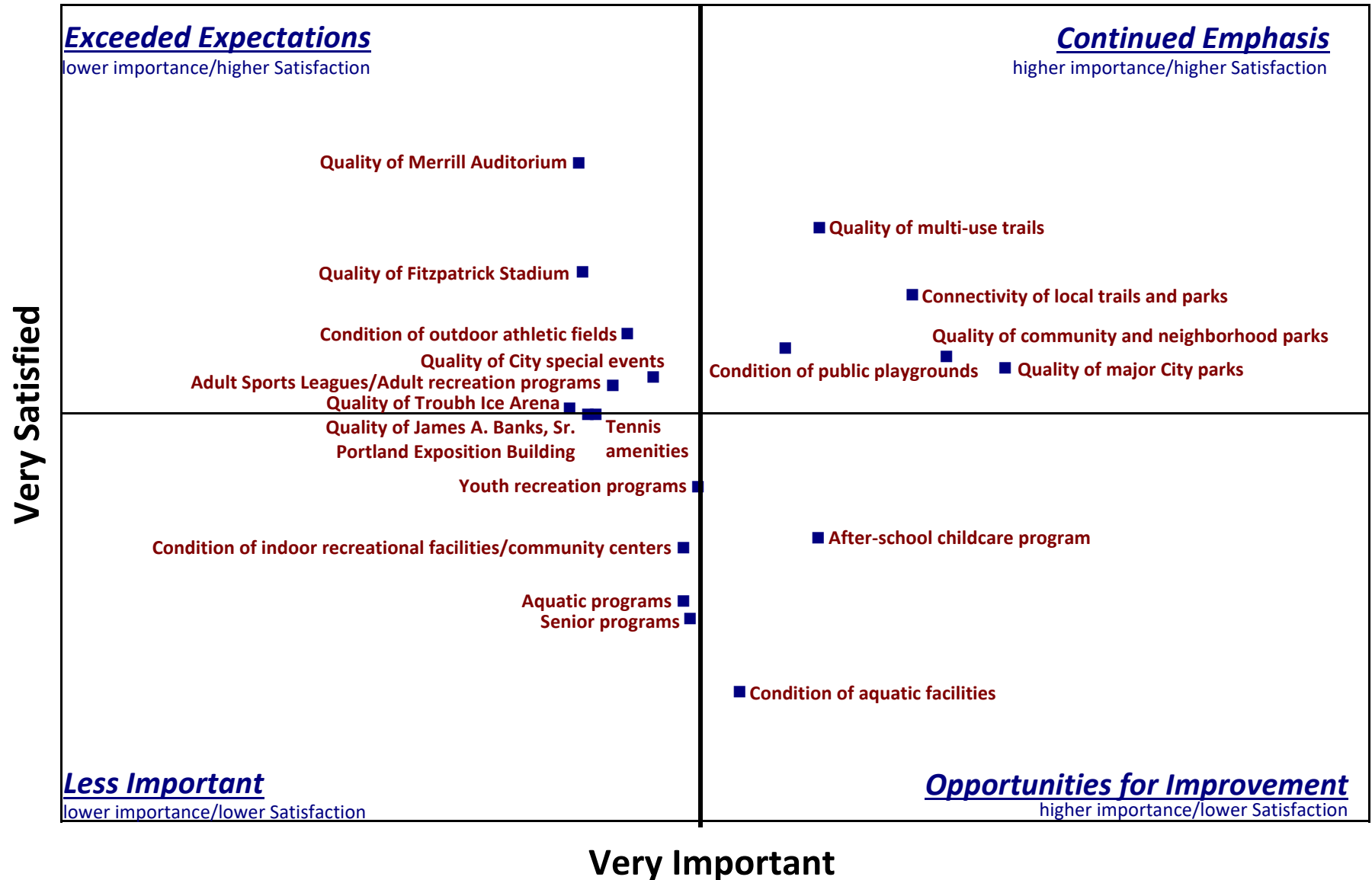
Importance-Satisfaction Assessment Matrix

-Transportation and Mobility-



Importance-Satisfaction Assessment Matrix

-Parks and Recreation-





Tabular Data

Q1. Overall Satisfaction with City Services. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q1-1. Overall communication by City with the community	7.6%	39.1%	33.1%	12.6%	4.5%	3.1%
Q1-2. Overall flow of traffic & ease of getting around within City	3.2%	30.6%	24.5%	29.9%	11.2%	0.6%
Q1-3. Overall maintenance of City streets, sidewalks, & infrastructure	2.8%	22.6%	24.1%	35.8%	14.5%	0.3%
Q1-4. Overall quality of community engagement by City officials	3.1%	23.0%	36.7%	19.3%	9.3%	8.5%
Q1-5. Overall quality of customer service you receive from City employees	19.1%	41.6%	21.4%	6.5%	2.3%	9.1%
Q1-6. Overall quality of public parks	14.2%	47.1%	15.8%	13.9%	6.6%	2.3%
Q1-7. Overall quality of public safety services (police, fire, EMS)	20.7%	45.1%	17.3%	6.1%	2.2%	8.5%
Q1-8. Overall quality of public transportation within City (bus, rail, ferry)	8.3%	28.7%	23.3%	16.2%	7.0%	16.5%
Q1-9. Overall quality of social services provided by City	5.3%	15.2%	28.2%	12.9%	8.5%	29.9%
Q1-10. Overall quality of solid waste services (trash, recycling, yard waste)	20.4%	46.7%	13.8%	10.9%	3.1%	5.0%
Q1-11. Overall quality of stormwater management/ flood control	11.2%	38.1%	26.6%	6.6%	3.1%	14.3%

Q1. Overall Satisfaction with City Services. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q1-12. Overall quality of Portland Jetport	29.9%	45.9%	14.2%	2.4%	0.7%	6.8%
Q1-13. Overall quality of winter snow plowing & removal	17.4%	45.0%	15.4%	15.6%	5.3%	1.4%

WITHOUT "DON'T KNOW"

Q1. Overall Satisfaction with City Services. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q1-1. Overall communication by City with the community	7.8%	40.4%	34.2%	13.0%	4.6%
Q1-2. Overall flow of traffic & ease of getting around within City	3.3%	30.8%	24.6%	30.0%	11.3%
Q1-3. Overall maintenance of City streets, sidewalks, & infrastructure	2.8%	22.6%	24.2%	35.9%	14.5%
Q1-4. Overall quality of community engagement by City officials	3.4%	25.2%	40.1%	21.1%	10.1%
Q1-5. Overall quality of customer service you receive from City employees	21.0%	45.8%	23.5%	7.1%	2.6%
Q1-6. Overall quality of public parks	14.5%	48.3%	16.2%	14.3%	6.7%
Q1-7. Overall quality of public safety services (police, fire, EMS)	22.6%	49.4%	18.9%	6.7%	2.5%
Q1-8. Overall quality of public transportation within City (bus, rail, ferry)	9.9%	34.4%	27.9%	19.4%	8.4%
Q1-9. Overall quality of social services provided by City	7.6%	21.7%	40.3%	18.3%	12.2%
Q1-10. Overall quality of solid waste services (trash, recycling, yard waste)	21.5%	49.1%	14.6%	11.5%	3.3%

WITHOUT “DON’T KNOW”

Q1. Overall Satisfaction with City Services. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q1-11. Overall quality of stormwater management/ flood control	13.1%	44.5%	31.1%	7.7%	3.7%
Q1-12. Overall quality of Portland Jetport	32.1%	49.2%	15.3%	2.6%	0.8%
Q1-13. Overall quality of winter snow plowing & removal	17.6%	45.6%	15.6%	15.8%	5.4%

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q2. Top choice	Number	Percent
Overall communication by City with the community	60	5.4 %
Overall flow of traffic & ease of getting around within City	207	18.6 %
Overall maintenance of City streets, sidewalks, & infrastructure	291	26.2 %
Overall quality of community engagement by City officials	52	4.7 %
Overall quality of customer service you receive from City employees	8	0.7 %
Overall quality of public parks	75	6.7 %
Overall quality of public safety services (police, fire, EMS)	48	4.3 %
Overall quality of public transportation within City (bus, rail, ferry)	125	11.2 %
Overall quality of social services provided by City	129	11.6 %
Overall quality of solid waste services (trash, recycling, yard waste)	30	2.7 %
Overall quality of stormwater management/flood control	6	0.5 %
Overall quality of Portland Jetport	5	0.4 %
Overall quality of winter snow plowing & removal	47	4.2 %
None chosen	29	2.6 %
Total	1112	100.0 %

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q2. 2nd choice	Number	Percent
Overall communication by City with the community	67	6.0 %
Overall flow of traffic & ease of getting around within City	155	13.9 %
Overall maintenance of City streets, sidewalks, & infrastructure	225	20.2 %
Overall quality of community engagement by City officials	62	5.6 %
Overall quality of customer service you receive from City employees	23	2.1 %
Overall quality of public parks	99	8.9 %
Overall quality of public safety services (police, fire, EMS)	78	7.0 %
Overall quality of public transportation within City (bus, rail, ferry)	116	10.4 %
Overall quality of social services provided by City	91	8.2 %
Overall quality of solid waste services (trash, recycling, yard waste)	39	3.5 %
Overall quality of stormwater management/flood control	19	1.7 %
Overall quality of Portland Jetport	13	1.2 %
Overall quality of winter snow plowing & removal	66	5.9 %
None chosen	59	5.3 %
Total	1112	100.0 %

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q2. 3rd choice	Number	Percent
Overall communication by City with the community	81	7.3 %
Overall flow of traffic & ease of getting around within City	117	10.5 %
Overall maintenance of City streets, sidewalks, & infrastructure	143	12.9 %
Overall quality of community engagement by City officials	91	8.2 %
Overall quality of customer service you receive from City employees	34	3.1 %
Overall quality of public parks	109	9.8 %
Overall quality of public safety services (police, fire, EMS)	76	6.8 %
Overall quality of public transportation within City (bus, rail, ferry)	87	7.8 %
Overall quality of social services provided by City	110	9.9 %
Overall quality of solid waste services (trash, recycling, yard waste)	44	4.0 %
Overall quality of stormwater management/flood control	28	2.5 %
Overall quality of Portland Jetport	8	0.7 %
Overall quality of winter snow plowing & removal	83	7.5 %
None chosen	101	9.1 %
Total	1112	100.0 %

SUM OF TOP 3 CHOICES**Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 3)**

<u>Q2. Sum of top 3 choices</u>	<u>Number</u>	<u>Percent</u>
Overall communication by City with the community	208	18.7 %
Overall flow of traffic & ease of getting around within City	479	43.1 %
Overall maintenance of City streets, sidewalks, & infrastructure	659	59.3 %
Overall quality of community engagement by City officials	205	18.4 %
Overall quality of customer service you receive from City employees	65	5.8 %
Overall quality of public parks	283	25.4 %
Overall quality of public safety services (police, fire, EMS)	202	18.2 %
Overall quality of public transportation within City (bus, rail, ferry)	328	29.5 %
Overall quality of social services provided by City	330	29.7 %
Overall quality of solid waste services (trash, recycling, yard waste)	113	10.2 %
Overall quality of stormwater management/flood control	53	4.8 %
Overall quality of Portland Jetport	26	2.3 %
Overall quality of winter snow plowing & removal	196	17.6 %
None chosen	29	2.6 %
Total	3176	

Q3. Please rate your satisfaction with each of the following items that may influence your perception of Portland as a community using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q3-1. Availability of affordable housing options	3.1%	5.6%	14.2%	31.1%	38.9%	7.1%
Q3-2. How easy it is to access City programs & services	4.5%	24.8%	34.5%	11.5%	3.1%	21.6%
Q3-3. How fairly City resources are allocated	1.7%	9.4%	27.3%	21.1%	15.4%	25.0%
Q3-4. Overall affordability of living in Portland	2.0%	5.9%	15.9%	35.3%	39.6%	1.3%
Q3-5. Overall quality & variety of shopping & dining opportunities	30.4%	43.1%	15.6%	7.2%	2.4%	1.3%
Q3-6. Overall quality of life in City	15.6%	45.1%	20.2%	12.9%	4.9%	1.3%
Q3-7. Overall quality of life in your neighborhood	30.4%	44.2%	13.0%	8.5%	2.9%	0.9%
Q3-8. Overall quality of services provided by City of Portland	6.5%	37.9%	31.2%	14.2%	4.3%	5.9%
Q3-9. Overall value you receive for City of Portland taxes & fees	3.1%	16.0%	23.9%	26.8%	23.7%	6.5%
Q3-10. Shopping & dining opportunities in Portland	33.3%	42.7%	14.6%	5.9%	2.0%	1.5%
Q3-11. City of Portland as a place to live	24.6%	40.2%	16.7%	12.1%	4.7%	1.6%
Q3-12. City of Portland as a place to raise a family	15.6%	24.9%	22.1%	14.7%	7.5%	15.3%

Q3. Please rate your satisfaction with each of the following items that may influence your perception of Portland as a community using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q3-13. City of Portland as a place to retire	12.4%	19.3%	19.8%	16.5%	14.2%	17.8%
Q3-14. City of Portland as a welcoming community	20.6%	42.9%	22.7%	6.2%	4.2%	3.4%
Q3-15. City's recognition of diversity in my community	19.7%	39.5%	24.7%	5.0%	3.5%	7.6%
Q3-16. Overall direction in which City is moving	4.1%	17.7%	26.4%	26.9%	19.9%	4.9%

WITHOUT "DON'T KNOW"

Q3. Please rate your satisfaction with each of the following items that may influence your perception of Portland as a community using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q3-1. Availability of affordable housing options	3.3%	6.0%	15.3%	33.5%	41.9%
Q3-2. How easy it is to access City programs & services	5.7%	31.7%	44.0%	14.7%	3.9%
Q3-3. How fairly City resources are allocated	2.3%	12.6%	36.5%	28.2%	20.5%
Q3-4. Overall affordability of living in Portland	2.0%	6.0%	16.1%	35.7%	40.1%
Q3-5. Overall quality & variety of shopping & dining opportunities	30.8%	43.6%	15.8%	7.3%	2.5%
Q3-6. Overall quality of life in City	15.8%	45.6%	20.5%	13.1%	5.0%
Q3-7. Overall quality of life in your neighborhood	30.7%	44.6%	13.2%	8.6%	2.9%
Q3-8. Overall quality of services provided by City of Portland	6.9%	40.2%	33.2%	15.1%	4.6%
Q3-9. Overall value you receive for City of Portland taxes & fees	3.4%	17.1%	25.6%	28.7%	25.3%
Q3-10. Shopping & dining opportunities in Portland	33.8%	43.4%	14.8%	6.0%	2.0%
Q3-11. City of Portland as a place to live	25.0%	40.9%	17.0%	12.3%	4.8%
Q3-12. City of Portland as a place to raise a family	18.4%	29.4%	26.1%	17.3%	8.8%
Q3-13. City of Portland as a place to retire	15.1%	23.5%	24.1%	20.0%	17.3%

WITHOUT "DON'T KNOW"

Q3. Please rate your satisfaction with each of the following items that may influence your perception of Portland as a community using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q3-14. City of Portland as a welcoming community	21.3%	44.4%	23.5%	6.4%	4.4%
Q3-15. City's recognition of diversity in my community	21.3%	42.7%	26.8%	5.4%	3.8%
Q3-16. Overall direction in which City is moving	4.4%	18.6%	27.8%	28.3%	20.9%

Q4. Would you say your trust in the City of Portland's Local Government is...

Q4. Level of your trust in Portland's local
government

	Number	Percent
High	53	4.8 %
Somewhat high	361	32.5 %
Somewhat low	345	31.0 %
Low	271	24.4 %
Don't know	82	7.4 %
Total	1112	100.0 %

WITHOUT "DON'T KNOW"**Q4. Would you say your trust in the City of Portland's Local Government is... (without "don't know")**

Q4. Level of your trust in Portland's local
government

	Number	Percent
High	53	5.1 %
Somewhat high	361	35.0 %
Somewhat low	345	33.5 %
Low	271	26.3 %
Total	1030	100.0 %

Q5. To what extent do you agree with the following statement: "My household's overall quality of life is improving?"

Q5. My household's overall quality of life is improving	Number	Percent
Strongly agree	33	3.0 %
Agree	328	29.5 %
Disagree	481	43.3 %
Strongly disagree	167	15.0 %
Don't know	103	9.3 %
Total	1112	100.0 %

WITHOUT "DON'T KNOW"

Q5. To what extent do you agree with the following statement: "My household's overall quality of life is improving?" (without "don't know")

Q5. My household's overall quality of life is improving	Number	Percent
Strongly agree	33	3.3 %
Agree	328	32.5 %
Disagree	481	47.7 %
Strongly disagree	167	16.6 %
Total	1009	100.0 %

Q6. Safety. Using a scale of 5 to 1, where 5 means "Very Safe" and 1 means "Very Unsafe," please rate how safe you feel in the following situations.

(N=1112)

	Very safe	Safe	Neutral	Unsafe	Very unsafe	Don't know
Q6-1. Overall feeling of safety in City	13.7%	43.1%	19.6%	18.3%	4.9%	0.4%
Q6-2. In City parks	9.5%	31.0%	22.8%	21.9%	11.9%	2.9%
Q6-3. In commercial & retail areas	19.0%	46.0%	20.1%	11.4%	2.8%	0.6%
Q6-4. In Portland's Downtown area	10.7%	32.4%	22.0%	23.6%	10.6%	0.7%
Q6-5. In your neighborhood at night	25.7%	41.1%	17.8%	10.7%	4.3%	0.4%
Q6-6. In your neighborhood during the day	47.3%	39.3%	8.9%	3.2%	0.8%	0.4%

WITHOUT "DON'T KNOW"

Q6. Safety. Using a scale of 5 to 1, where 5 means "Very Safe" and 1 means "Very Unsafe," please rate how safe you feel in the following situations. (without "don't know")

(N=1112)

	Very safe	Safe	Neutral	Unsafe	Very unsafe
Q6-1. Overall feeling of safety in City	13.7%	43.3%	19.7%	18.4%	4.9%
Q6-2. In City parks	9.8%	31.9%	23.4%	22.6%	12.2%
Q6-3. In commercial & retail areas	19.1%	46.3%	20.3%	11.5%	2.8%
Q6-4. In Portland's Downtown area	10.8%	32.6%	22.2%	23.7%	10.7%
Q6-5. In your neighborhood at night	25.8%	41.2%	17.9%	10.7%	4.3%
Q6-6. In your neighborhood during the day	47.5%	39.5%	8.9%	3.3%	0.8%

Q7. Public Safety Services. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q7-1. Enforcement of local traffic laws	6.4%	27.3%	21.5%	20.9%	16.5%	7.5%
Q7-2. How quickly EMS services responds to emergencies	23.1%	31.0%	10.1%	0.7%	0.1%	35.0%
Q7-3. How quickly fire services responds to emergencies	24.8%	32.6%	8.5%	0.8%	0.1%	33.2%
Q7-4. How quickly police respond to requests for services	14.6%	27.6%	17.4%	5.9%	2.7%	31.7%
Q7-5. Overall quality of emergency medical/ ambulance services	20.6%	31.1%	11.4%	0.8%	0.3%	35.8%
Q7-6. Overall quality of fire protection	23.2%	35.1%	10.9%	0.7%	0.4%	29.7%
Q7-7. Overall quality of local police services	16.3%	30.7%	20.0%	6.5%	4.0%	22.6%
Q7-8. Professionalism of fire/ EMS first responders	30.8%	31.4%	7.8%	0.9%	0.0%	29.0%
Q7-9. Professionalism of police officers	23.5%	31.2%	14.2%	5.4%	3.3%	22.4%
Q7-10. Quality of police community programs & outreach	10.7%	16.2%	21.1%	7.0%	3.6%	41.4%
Q7-11. Quality of service when calling 911 with an emergency	18.5%	23.8%	12.8%	2.1%	0.8%	42.0%
Q7-12. City's efforts to prevent crime	3.9%	17.6%	26.1%	21.0%	14.4%	17.1%

WITHOUT "DON'T KNOW"

Q7. Public Safety Services. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q7-1. Enforcement of local traffic laws	6.9%	29.5%	23.2%	22.5%	17.8%
Q7-2. How quickly EMS services responds to emergencies	35.5%	47.7%	15.5%	1.1%	0.1%
Q7-3. How quickly fire services responds to emergencies	37.1%	48.7%	12.8%	1.2%	0.1%
Q7-4. How quickly police respond to requests for services	21.3%	40.4%	25.6%	8.7%	4.0%
Q7-5. Overall quality of emergency medical/ ambulance services	32.1%	48.5%	17.8%	1.3%	0.4%
Q7-6. Overall quality of fire protection	33.0%	49.9%	15.5%	1.0%	0.6%
Q7-7. Overall quality of local police services	21.0%	39.6%	25.8%	8.4%	5.2%
Q7-8. Professionalism of fire/EMS first responders	43.5%	44.2%	11.0%	1.3%	0.0%
Q7-9. Professionalism of police officers	30.2%	40.2%	18.3%	7.0%	4.3%
Q7-10. Quality of police community programs & outreach	18.3%	27.6%	36.0%	12.0%	6.1%
Q7-11. Quality of service when calling 911 with an emergency	31.9%	41.1%	22.0%	3.6%	1.4%
Q7-12. City's efforts to prevent crime	4.7%	21.3%	31.5%	25.3%	17.4%

Q8. Which THREE of the items listed in Question 7 above do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q8. Top choice	Number	Percent
Enforcement of local traffic laws	283	25.4 %
How quickly EMS services responds to emergencies	36	3.2 %
How quickly fire services responds to emergencies	10	0.9 %
How quickly police respond to requests for services	33	3.0 %
Overall quality of emergency medical/ambulance services	36	3.2 %
Overall quality of fire protection	7	0.6 %
Overall quality of local police services	57	5.1 %
Professionalism of fire/EMS first responders	3	0.3 %
Professionalism of police officers	40	3.6 %
Quality of police community programs & outreach	82	7.4 %
Quality of service when calling 911 with an emergency	14	1.3 %
City's efforts to prevent crime	418	37.6 %
None chosen	93	8.4 %
Total	1112	100.0 %

Q8. Which THREE of the items listed in Question 7 above do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q8. 2nd choice	Number	Percent
Enforcement of local traffic laws	165	14.8 %
How quickly EMS services responds to emergencies	32	2.9 %
How quickly fire services responds to emergencies	30	2.7 %
How quickly police respond to requests for services	77	6.9 %
Overall quality of emergency medical/ambulance services	41	3.7 %
Overall quality of fire protection	29	2.6 %
Overall quality of local police services	117	10.5 %
Professionalism of fire/EMS first responders	8	0.7 %
Professionalism of police officers	68	6.1 %
Quality of police community programs & outreach	150	13.5 %
Quality of service when calling 911 with an emergency	22	2.0 %
City's efforts to prevent crime	179	16.1 %
None chosen	194	17.4 %
Total	1112	100.0 %

Q8. Which THREE of the items listed in Question 7 above do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q8. 3rd choice	Number	Percent
Enforcement of local traffic laws	67	6.0 %
How quickly EMS services responds to emergencies	32	2.9 %
How quickly fire services responds to emergencies	30	2.7 %
How quickly police respond to requests for services	75	6.7 %
Overall quality of emergency medical/ambulance services	55	4.9 %
Overall quality of fire protection	33	3.0 %
Overall quality of local police services	120	10.8 %
Professionalism of fire/EMS first responders	9	0.8 %
Professionalism of police officers	69	6.2 %
Quality of police community programs & outreach	176	15.8 %
Quality of service when calling 911 with an emergency	28	2.5 %
City's efforts to prevent crime	103	9.3 %
None chosen	315	28.3 %
Total	1112	100.0 %

SUM OF TOP 3 CHOICES

Q8. Which THREE of the items listed in Question 7 above do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 3)

Q8. Sum of top 3 choices	Number	Percent
Enforcement of local traffic laws	515	46.3 %
How quickly EMS services responds to emergencies	100	9.0 %
How quickly fire services responds to emergencies	70	6.3 %
How quickly police respond to requests for services	185	16.6 %
Overall quality of emergency medical/ambulance services	132	11.9 %
Overall quality of fire protection	69	6.2 %
Overall quality of local police services	294	26.4 %
Professionalism of fire/EMS first responders	20	1.8 %
Professionalism of police officers	177	15.9 %
Quality of police community programs & outreach	408	36.7 %
Quality of service when calling 911 with an emergency	64	5.8 %
City's efforts to prevent crime	700	62.9 %
None chosen	93	8.4 %
Total	2827	

Q9. Would you say your trust in Portland's Police Department is...

Q9. Level of your trust in Portland's Police

Department	Number	Percent
High	255	22.9 %
Somewhat high	425	38.2 %
Somewhat low	172	15.5 %
Low	104	9.4 %
Don't know	156	14.0 %
Total	1112	100.0 %

WITHOUT "DON'T KNOW"**Q9. Would you say your trust in Portland's Police Department is... (without "don't know")**

Q9. Level of your trust in Portland's Police

Department	Number	Percent
High	255	26.7 %
Somewhat high	425	44.5 %
Somewhat low	172	18.0 %
Low	104	10.9 %
Total	956	100.0 %

Q10. Trash and Recycling. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q10-1. Overall quality of trash collection services	29.0%	43.1%	12.8%	6.8%	2.4%	5.9%
Q10-2. Curbside recycling services	31.8%	42.9%	11.3%	5.4%	1.6%	6.9%
Q10-3. Purple/City trash bag program	12.4%	23.0%	17.0%	19.7%	19.2%	8.6%
Q10-4. Riverside Recycling drop-off services	16.6%	28.0%	19.2%	7.9%	2.9%	25.4%
Q10-5. Fall/Spring leaf & yard waste collection services	14.9%	29.1%	21.0%	8.0%	2.0%	25.0%
Q10-6. Holiday tree collection services	17.0%	31.1%	16.6%	1.3%	0.8%	33.1%
Q10-7. Quality of composting drop-off locations	14.6%	23.6%	18.1%	3.7%	1.6%	38.5%

WITHOUT "DON'T KNOW"

Q10. Trash and Recycling. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q10-1. Overall quality of trash collection services	30.8%	45.8%	13.6%	7.3%	2.6%
Q10-2. Curbside recycling services	34.2%	46.1%	12.2%	5.8%	1.7%
Q10-3. Purple/City trash bag program	13.6%	25.2%	18.6%	21.6%	21.1%
Q10-4. Riverside Recycling drop-off services	22.3%	37.5%	25.7%	10.6%	3.9%
Q10-5. Fall/Spring leaf & yard waste collection services	19.9%	38.8%	27.9%	10.7%	2.6%
Q10-6. Holiday tree collection services	25.4%	46.5%	24.9%	2.0%	1.2%
Q10-7. Quality of composting drop-off locations	23.7%	38.3%	29.4%	6.0%	2.6%

Q11. Maintenance and Public Works. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q11-1. Adequacy of street lighting	6.5%	43.6%	19.2%	21.1%	7.6%	2.0%
Q11-2. Cleanliness of streets, sidewalks, & public spaces	4.1%	29.2%	20.7%	33.4%	11.4%	1.2%
Q11-3. Condition of major City streets	2.9%	30.3%	27.0%	27.3%	10.9%	1.6%
Q11-4. Condition of streets in your neighborhood	6.9%	39.4%	22.1%	22.0%	8.4%	1.2%
Q11-5. Condition of pavement markings on streets	3.3%	29.4%	31.3%	23.1%	8.6%	4.2%
Q11-6. Condition of sidewalks	2.3%	22.4%	23.8%	34.1%	15.6%	1.8%
Q11-7. Condition of street signs & traffic signals	7.1%	46.6%	26.9%	13.3%	4.3%	1.8%
Q11-8. Condition of public buildings & facilities	7.3%	50.6%	29.0%	5.6%	1.9%	5.7%
Q11-9. Tree trimming along streets & public areas	7.9%	41.2%	28.2%	11.3%	3.5%	7.8%
Q11-10. Condition of bike lanes, paths & signage	5.2%	26.9%	25.1%	20.7%	11.2%	10.9%
Q11-11. Snow removal on major City streets	14.1%	49.9%	19.8%	10.4%	3.1%	2.6%
Q11-12. Snow removal on neighborhood streets	10.1%	39.9%	20.9%	18.3%	7.0%	3.8%
Q11-13. Snow removal on sidewalks	5.7%	23.2%	23.8%	25.3%	16.9%	5.1%

WITHOUT "DON'T KNOW"

Q11. Maintenance and Public Works. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q11-1. Adequacy of street lighting	6.6%	44.5%	19.5%	21.6%	7.8%
Q11-2. Cleanliness of streets, sidewalks, & public spaces	4.2%	29.6%	20.9%	33.8%	11.6%
Q11-3. Condition of major City streets	2.9%	30.8%	27.4%	27.8%	11.1%
Q11-4. Condition of streets in your neighborhood	7.0%	39.9%	22.4%	22.3%	8.5%
Q11-5. Condition of pavement markings on streets	3.5%	30.7%	32.7%	24.1%	9.0%
Q11-6. Condition of sidewalks	2.4%	22.8%	24.3%	34.7%	15.8%
Q11-7. Condition of street signs & traffic signals	7.2%	47.4%	27.4%	13.6%	4.4%
Q11-8. Condition of public buildings & facilities	7.7%	53.7%	30.7%	5.9%	2.0%
Q11-9. Tree trimming along streets & public areas	8.6%	44.7%	30.6%	12.3%	3.8%
Q11-10. Condition of bike lanes, paths & signage	5.9%	30.2%	28.2%	23.2%	12.6%
Q11-11. Snow removal on major City streets	14.5%	51.2%	20.3%	10.7%	3.2%
Q11-12. Snow removal on neighborhood streets	10.5%	41.5%	21.7%	19.1%	7.3%
Q11-13. Snow removal on sidewalks	6.0%	24.5%	25.1%	26.6%	17.8%

Q12. Which THREE of the items listed in Question 11 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q12. Top choice	Number	Percent
Adequacy of street lighting	137	12.3 %
Cleanliness of streets, sidewalks, & public spaces	253	22.8 %
Condition of major City streets	153	13.8 %
Condition of streets in your neighborhood	66	5.9 %
Condition of pavement markings on streets	25	2.2 %
Condition of sidewalks	123	11.1 %
Condition of street signs & traffic signals	20	1.8 %
Condition of public buildings & facilities	9	0.8 %
Tree trimming along streets & public areas	14	1.3 %
Condition of bike lanes, paths & signage	105	9.4 %
Snow removal on major City streets	12	1.1 %
Snow removal on neighborhood streets	45	4.0 %
Snow removal on sidewalks	101	9.1 %
None chosen	49	4.4 %
Total	1112	100.0 %

Q12. Which THREE of the items listed in Question 11 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q12. 2nd choice	Number	Percent
Adequacy of street lighting	82	7.4 %
Cleanliness of streets, sidewalks, & public spaces	129	11.6 %
Condition of major City streets	113	10.2 %
Condition of streets in your neighborhood	81	7.3 %
Condition of pavement markings on streets	48	4.3 %
Condition of sidewalks	176	15.8 %
Condition of street signs & traffic signals	31	2.8 %
Condition of public buildings & facilities	23	2.1 %
Tree trimming along streets & public areas	33	3.0 %
Condition of bike lanes, paths & signage	84	7.6 %
Snow removal on major City streets	36	3.2 %
Snow removal on neighborhood streets	71	6.4 %
Snow removal on sidewalks	111	10.0 %
None chosen	94	8.5 %
Total	1112	100.0 %

Q12. Which THREE of the items listed in Question 11 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q12. 3rd choice	Number	Percent
Adequacy of street lighting	75	6.7 %
Cleanliness of streets, sidewalks, & public spaces	102	9.2 %
Condition of major City streets	80	7.2 %
Condition of streets in your neighborhood	58	5.2 %
Condition of pavement markings on streets	56	5.0 %
Condition of sidewalks	130	11.7 %
Condition of street signs & traffic signals	51	4.6 %
Condition of public buildings & facilities	46	4.1 %
Tree trimming along streets & public areas	33	3.0 %
Condition of bike lanes, paths & signage	87	7.8 %
Snow removal on major City streets	44	4.0 %
Snow removal on neighborhood streets	79	7.1 %
Snow removal on sidewalks	110	9.9 %
None chosen	161	14.5 %
Total	1112	100.0 %

WITHOUT "DON'T KNOW"

Q12. Which THREE of the items listed in Question 11 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 3)

Q12. Top choice	Number	Percent
Adequacy of street lighting	294	26.4 %
Cleanliness of streets, sidewalks, & public spaces	484	43.5 %
Condition of major City streets	346	31.1 %
Condition of streets in your neighborhood	205	18.4 %
Condition of pavement markings on streets	129	11.6 %
Condition of sidewalks	429	38.6 %
Condition of street signs & traffic signals	102	9.2 %
Condition of public buildings & facilities	78	7.0 %
Tree trimming along streets & public areas	80	7.2 %
Condition of bike lanes, paths & signage	276	24.8 %
Snow removal on major City streets	92	8.3 %
Snow removal on neighborhood streets	195	17.5 %
Snow removal on sidewalks	322	29.0 %
None chosen	49	4.4 %
Total	3081	

Q13. Transportation and Mobility. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q13-1. Accessibility of streets & sidewalks for people with disabilities	2.4%	12.6%	21.6%	22.5%	10.8%	30.1%
Q13-2. Accessibility of public buildings for people with disabilities	4.2%	19.3%	25.1%	7.0%	1.9%	42.4%
Q13-3. Ease of getting around City by car	9.3%	42.3%	26.3%	15.3%	3.9%	3.0%
Q13-4. Ease of getting around City by public transportation	3.2%	16.5%	20.6%	19.1%	9.3%	31.3%
Q13-5. Ease of getting around City by bicycle	4.0%	18.1%	22.8%	18.7%	7.1%	29.3%
Q13-6. Ease of getting around City by walking	14.7%	48.5%	18.5%	12.5%	2.6%	3.2%
Q13-7. Ease of using Portland Jetport	36.1%	40.5%	10.4%	2.9%	0.8%	9.4%
Q13-8. Availability of sidewalks throughout City	10.1%	45.8%	21.2%	16.2%	3.4%	3.3%
Q13-9. Availability of sidewalks in my neighborhood	16.9%	46.0%	14.6%	13.8%	5.8%	2.9%
Q13-10. Availability of public parking	6.1%	15.3%	19.9%	28.1%	26.1%	4.6%
Q13-11. Availability of effective way finding & signage	5.7%	30.7%	35.7%	12.8%	4.6%	10.6%
Q13-12. Facilities & amenities at Jetport	22.8%	40.3%	20.1%	3.6%	0.5%	12.8%

WITHOUT "DON'T KNOW"

Q13. Transportation and Mobility. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q13-1. Accessibility of streets & sidewalks for people with disabilities	3.5%	18.0%	30.9%	32.2%	15.4%
Q13-2. Accessibility of public buildings for people with disabilities	7.3%	33.6%	43.6%	12.2%	3.3%
Q13-3. Ease of getting around City by car	9.5%	43.6%	27.2%	15.8%	4.0%
Q13-4. Ease of getting around City by public transportation	4.7%	24.1%	30.0%	27.7%	13.5%
Q13-5. Ease of getting around City by bicycle	5.7%	25.6%	32.2%	26.5%	10.1%
Q13-6. Ease of getting around City by walking	15.1%	50.1%	19.1%	12.9%	2.7%
Q13-7. Ease of using Portland Jetport	39.8%	44.6%	11.5%	3.2%	0.9%
Q13-8. Availability of sidewalks throughout City	10.4%	47.3%	22.0%	16.7%	3.5%
Q13-9. Availability of sidewalks in my neighborhood	17.4%	47.3%	15.0%	14.3%	6.0%
Q13-10. Availability of public parking	6.4%	16.0%	20.8%	29.4%	27.3%
Q13-11. Availability of effective way finding & signage	6.3%	34.3%	39.9%	14.3%	5.1%
Q13-12. Facilities & amenities at Jetport	26.1%	46.2%	23.0%	4.1%	0.6%

Q14. Which THREE of the items listed in Question 13 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q14. Top choice	Number	Percent
Accessibility of streets & sidewalks for people with disabilities	182	16.4 %
Accessibility of public buildings for people with disabilities	13	1.2 %
Ease of getting around City by car	92	8.3 %
Ease of getting around City by public transportation	173	15.6 %
Ease of getting around City by bicycle	116	10.4 %
Ease of getting around City by walking	79	7.1 %
Ease of using Portland Jetport	18	1.6 %
Availability of sidewalks throughout City	46	4.1 %
Availability of sidewalks in my neighborhood	31	2.8 %
Availability of public parking	265	23.8 %
Availability of effective way finding & signage	15	1.3 %
Facilities & amenities at Jetport	12	1.1 %
None chosen	70	6.3 %
Total	1112	100.0 %

Q14. Which THREE of the items listed in Question 13 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q14. 2nd choice	Number	Percent
Accessibility of streets & sidewalks for people with disabilities	97	8.7 %
Accessibility of public buildings for people with disabilities	62	5.6 %
Ease of getting around City by car	85	7.6 %
Ease of getting around City by public transportation	147	13.2 %
Ease of getting around City by bicycle	134	12.1 %
Ease of getting around City by walking	107	9.6 %
Ease of using Portland Jetport	18	1.6 %
Availability of sidewalks throughout City	76	6.8 %
Availability of sidewalks in my neighborhood	51	4.6 %
Availability of public parking	147	13.2 %
Availability of effective way finding & signage	38	3.4 %
Facilities & amenities at Jetport	16	1.4 %
None chosen	134	12.1 %
Total	1112	100.0 %

Q14. Which THREE of the items listed in Question 13 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q14. 3rd choice	Number	Percent
Accessibility of streets & sidewalks for people with disabilities	105	9.4 %
Accessibility of public buildings for people with disabilities	40	3.6 %
Ease of getting around City by car	57	5.1 %
Ease of getting around City by public transportation	126	11.3 %
Ease of getting around City by bicycle	82	7.4 %
Ease of getting around City by walking	124	11.2 %
Ease of using Portland Jetport	15	1.3 %
Availability of sidewalks throughout City	89	8.0 %
Availability of sidewalks in my neighborhood	53	4.8 %
Availability of public parking	115	10.3 %
Availability of effective way finding & signage	73	6.6 %
Facilities & amenities at Jetport	29	2.6 %
None chosen	204	18.3 %
Total	1112	100.0 %

SUM OF TOP 3 CHOICES

Q14. Which THREE of the items listed in Question 13 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 3)

Q14. Sum of top 3 choices	Number	Percent
Accessibility of streets & sidewalks for people with disabilities	384	34.5 %
Accessibility of public buildings for people with disabilities	115	10.3 %
Ease of getting around City by car	234	21.0 %
Ease of getting around City by public transportation	446	40.1 %
Ease of getting around City by bicycle	332	29.9 %
Ease of getting around City by walking	310	27.9 %
Ease of using Portland Jetport	51	4.6 %
Availability of sidewalks throughout City	211	19.0 %
Availability of sidewalks in my neighborhood	135	12.1 %
Availability of public parking	527	47.4 %
Availability of effective way finding & signage	126	11.3 %
Facilities & amenities at Jetport	57	5.1 %
None chosen	70	6.3 %
Total	2998	

Q15. Parks and Recreation Services. Please rate your satisfaction with each of the following. Using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the services/programs listed below.

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q15-1. Adult Sports Leagues/ adult recreation programs	6.6%	21.4%	18.9%	2.8%	0.4%	49.9%
Q15-2. After-school childcare program	4.2%	9.4%	18.9%	2.8%	1.4%	63.2%
Q15-3. Aquatic programs	3.1%	10.3%	18.9%	8.6%	4.6%	54.5%
Q15-4. Condition of aquatic facilities	2.1%	6.4%	19.0%	11.4%	7.3%	53.9%
Q15-5. Condition of indoor recreational facilities/ community centers	2.6%	14.6%	23.3%	6.2%	1.2%	52.2%
Q15-6. Condition of outdoor athletic fields (baseball, basketball, soccer)	5.9%	33.3%	18.5%	4.1%	1.2%	37.0%
Q15-7. Condition of public playgrounds	7.5%	35.2%	19.6%	5.8%	2.5%	29.4%
Q15-8. Connectivity of local trails & parks	15.2%	43.6%	18.4%	7.6%	2.8%	12.3%
Q15-9. Quality of City special events (e.g., parades, 4th of July, festival)	9.3%	36.2%	27.1%	5.1%	2.2%	20.2%
Q15-10. Quality of community & neighborhood parks	9.2%	44.7%	19.5%	12.1%	5.1%	9.4%
Q15-11. Quality of Fitzpatrick Stadium	11.7%	33.9%	16.1%	2.5%	1.2%	34.6%
Q15-12. Quality of major City parks (Deering Oaks Park, Payson Park, Eastern Prom)	12.7%	41.8%	15.3%	15.9%	8.2%	6.1%

Q15. Parks and Recreation Services. Please rate your satisfaction with each of the following. Using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the services/programs listed below.

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q15-13. Quality of Merrill Auditorium	26.7%	42.8%	12.2%	1.5%	0.4%	16.4%
Q15-14. Quality of multi-use trails (Back Cove Trail, Eastern Prom Trail, Fore River Parkway Trail, Bayside Trail)	21.5%	46.5%	12.9%	6.7%	2.9%	9.5%
Q15-15. Quality of James A. Banks, Sr. Portland Exposition Building (also called Portland Expo)	5.8%	25.6%	22.3%	5.0%	1.3%	40.0%
Q15-16. Quality of Troubh Ice Arena	5.4%	20.0%	19.9%	2.2%	0.4%	52.2%
Q15-17. Senior programs	2.5%	6.7%	18.5%	3.7%	2.3%	66.2%
Q15-18. Tennis amenities & condition of tennis & pickleball courts	5.7%	19.7%	20.2%	2.1%	0.8%	51.5%
Q15-19. Youth recreation programs	3.6%	12.9%	19.1%	2.0%	0.5%	61.9%

WITHOUT "DON'T KNOW"

Q15. Parks and Recreation Services. Please rate your satisfaction with each of the following. Using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the services/programs listed below. (without "don't know")

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q15-1. Adult Sports Leagues/adult recreation programs	13.1%	42.7%	37.7%	5.6%	0.9%
Q15-2. After-school childcare program	11.5%	25.7%	51.3%	7.6%	3.9%
Q15-3. Aquatic programs	6.9%	22.5%	41.5%	19.0%	10.1%
Q15-4. Condition of aquatic facilities	4.5%	13.8%	41.1%	24.8%	15.8%
Q15-5. Condition of indoor recreational facilities/ community centers	5.5%	30.5%	48.7%	13.0%	2.4%
Q15-6. Condition of outdoor athletic fields (baseball, basketball, soccer)	9.4%	52.8%	29.4%	6.6%	1.9%
Q15-7. Condition of public playgrounds	10.6%	49.8%	27.8%	8.3%	3.6%
Q15-8. Connectivity of local trails & parks	17.3%	49.7%	21.0%	8.7%	3.2%
Q15-9. Quality of City special events (e.g., parades, 4th of July, festival)	11.6%	45.3%	33.9%	6.4%	2.7%
Q15-10. Quality of community & neighborhood parks	10.1%	49.3%	21.5%	13.4%	5.7%
Q15-11. Quality of Fitzpatrick Stadium	17.9%	51.9%	24.6%	3.9%	1.8%

WITHOUT "DON'T KNOW"

Q15. Parks and Recreation Services. Please rate your satisfaction with each of the following. Using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the services/programs listed below. (without "don't know")

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q15-12. Quality of major City parks (Deering Oaks Park, Payson Park, Eastern Prom)	13.5%	44.5%	16.3%	17.0%	8.7%
Q15-13. Quality of Merrill Auditorium	31.9%	51.2%	14.6%	1.8%	0.4%
Q15-14. Quality of multi-use trails (Back Cove Trail, Eastern Prom Trail, Fore River Parkway Trail, Bayside Trail)	23.8%	51.4%	14.2%	7.5%	3.2%
Q15-15. Quality of James A. Banks, Sr. Portland Exposition Building (also called Portland Expo)	9.6%	42.7%	37.2%	8.4%	2.1%
Q15-16. Quality of Troubh Ice Arena	11.3%	41.7%	41.5%	4.7%	0.8%
Q15-17. Senior programs	7.4%	19.9%	54.8%	10.9%	6.9%
Q15-18. Tennis amenities & condition of tennis & pickleball courts	11.7%	40.6%	41.7%	4.3%	1.7%
Q15-19. Youth recreation programs	9.4%	34.0%	50.0%	5.2%	1.4%

Q16. Which THREE of the items listed in Question 15 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q16. Top choice	Number	Percent
Adult Sports Leagues/adult recreation programs	21	1.9 %
After-school childcare program	125	11.2 %
Aquatic programs	42	3.8 %
Condition of aquatic facilities	94	8.5 %
Condition of indoor recreational facilities/community centers	30	2.7 %
Condition of outdoor athletic fields (baseball, basketball, soccer)	18	1.6 %
Condition of public playgrounds	63	5.7 %
Connectivity of local trails & parks	121	10.9 %
Quality of City special events (e.g., parades, 4th of July, festival)	23	2.1 %
Quality of community & neighborhood parks	74	6.7 %
Quality of Fitzpatrick Stadium	10	0.9 %
Quality of major City parks (Deering Oaks Park, Payson Park, Eastern Prom)	159	14.3 %
Quality of Merrill Auditorium	7	0.6 %
Quality of multi-use trails (Back Cove Trail, Eastern Prom Trail, Fore River Parkway Trail, Bayside Trail)	63	5.7 %
Quality of James A. Banks, Sr. Portland Exposition Building (also called Portland Expo)	12	1.1 %
Quality of Troubh Ice Arena	7	0.6 %
Senior programs	35	3.1 %
Tennis amenities & condition of tennis & pickleball courts	11	1.0 %
Youth recreation programs	24	2.2 %
None chosen	173	15.6 %
Total	1112	100.0 %

Q16. Which THREE of the items listed in Question 15 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q16. 2nd choice	Number	Percent
Adult Sports Leagues/adult recreation programs	15	1.3 %
After-school childcare program	55	4.9 %
Aquatic programs	46	4.1 %
Condition of aquatic facilities	49	4.4 %
Condition of indoor recreational facilities/community centers	37	3.3 %
Condition of outdoor athletic fields (baseball, basketball, soccer)	20	1.8 %
Condition of public playgrounds	63	5.7 %
Connectivity of local trails & parks	93	8.4 %
Quality of City special events (e.g., parades, 4th of July, festival)	28	2.5 %
Quality of community & neighborhood parks	139	12.5 %
Quality of Fitzpatrick Stadium	8	0.7 %
Quality of major City parks (Deering Oaks Park, Payson Park, Eastern Prom)	126	11.3 %
Quality of Merrill Auditorium	9	0.8 %
Quality of multi-use trails (Back Cove Trail, Eastern Prom Trail, Fore River Parkway Trail, Bayside Trail)	85	7.6 %
Quality of James A. Banks, Sr. Portland Exposition Building (also called Portland Expo)	6	0.5 %
Quality of Troubh Ice Arena	2	0.2 %
Senior programs	36	3.2 %
Tennis amenities & condition of tennis & pickleball courts	11	1.0 %
Youth recreation programs	50	4.5 %
None chosen	234	21.0 %
Total	1112	100.0 %

Q16. Which THREE of the items listed in Question 15 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q16. 3rd choice	Number	Percent
Adult Sports Leagues/adult recreation programs	16	1.4 %
After-school childcare program	47	4.2 %
Aquatic programs	23	2.1 %
Condition of aquatic facilities	16	1.4 %
Condition of indoor recreational facilities/community centers	44	4.0 %
Condition of outdoor athletic fields (baseball, basketball, soccer)	26	2.3 %
Condition of public playgrounds	71	6.4 %
Connectivity of local trails & parks	91	8.2 %
Quality of City special events (e.g., parades, 4th of July, festival)	35	3.1 %
Quality of community & neighborhood parks	121	10.9 %
Quality of Fitzpatrick Stadium	8	0.7 %
Quality of major City parks (Deering Oaks Park, Payson Park, Eastern Prom)	100	9.0 %
Quality of Merrill Auditorium	7	0.6 %
Quality of multi-use trails (Back Cove Trail, Eastern Prom Trail, Fore River Parkway Trail, Bayside Trail)	79	7.1 %
Quality of James A. Banks, Sr. Portland Exposition Building (also called Portland Expo)	12	1.1 %
Quality of Troubh Ice Arena	6	0.5 %
Senior programs	47	4.2 %
Tennis amenities & condition of tennis & pickleball courts	15	1.3 %
Youth recreation programs	49	4.4 %
None chosen	299	26.9 %
Total	1112	100.0 %

SUM OF TOP 3 CHOICES**Q16. Which THREE of the items listed in Question 15 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 3)**

Q16. Sum of top 3 choices	Number	Percent
Adult Sports Leagues/adult recreation programs	52	4.7 %
After-school childcare program	227	20.4 %
Aquatic programs	111	10.0 %
Condition of aquatic facilities	159	14.3 %
Condition of indoor recreational facilities/community centers	111	10.0 %
Condition of outdoor athletic fields (baseball, basketball, soccer)	64	5.8 %
Condition of public playgrounds	197	17.7 %
Connectivity of local trails & parks	305	27.4 %
Quality of City special events (e.g., parades, 4th of July, festival)	86	7.7 %
Quality of community & neighborhood parks	334	30.0 %
Quality of Fitzpatrick Stadium	26	2.3 %
Quality of major City parks (Deering Oaks Park, Payson Park, Eastern Prom)	385	34.6 %
Quality of Merrill Auditorium	23	2.1 %
Quality of multi-use trails (Back Cove Trail, Eastern Prom Trail, Fore River Parkway Trail, Bayside Trail)	227	20.4 %
Quality of James A. Banks, Sr. Portland Exposition Building (also called Portland Expo)	30	2.7 %
Quality of Troubh Ice Arena	15	1.3 %
Senior programs	118	10.6 %
Tennis amenities & condition of tennis & pickleball courts	37	3.3 %
Youth recreation programs	123	11.1 %
None chosen	173	15.6 %
Total	2803	

Q17. Economic Development. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q17-1. Availability of good jobs in Portland	2.9%	18.5%	30.1%	24.1%	10.5%	13.8%
Q17-2. Availability of places to shop, dine, or get services in your neighborhood	22.8%	42.7%	18.6%	11.4%	2.7%	1.7%
Q17-3. Condition & appearance of local shopping & business areas	11.1%	43.9%	23.0%	15.0%	4.9%	2.2%
Q17-4. How active & inviting businesses are (lighting, cleanliness, events, etc.)	13.8%	44.7%	25.8%	9.2%	2.9%	3.6%
Q17-5. Overall strength of local economy (business openings, jobs, etc.)	4.7%	24.6%	30.1%	23.7%	9.4%	7.5%
Q17-6. Variety of local businesses (restaurants, shops, & services) in your area	17.0%	41.6%	21.1%	15.6%	3.0%	1.6%

WITHOUT "DON'T KNOW"

Q17. Economic Development. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q17-1. Availability of good jobs in Portland	3.3%	21.5%	35.0%	28.0%	12.2%
Q17-2. Availability of places to shop, dine, or get services in your neighborhood	23.2%	43.5%	18.9%	11.6%	2.7%
Q17-3. Condition & appearance of local shopping & business areas	11.3%	44.9%	23.5%	15.3%	5.0%
Q17-4. How active & inviting businesses are (lighting, cleanliness, events, etc.)	14.4%	46.4%	26.8%	9.5%	3.0%
Q17-5. Overall strength of local economy (business openings, jobs, etc.)	5.1%	26.5%	32.6%	25.7%	10.2%
Q17-6. Variety of local businesses (restaurants, shops, & services) in your area	17.3%	42.3%	21.5%	15.9%	3.0%

Q18. Communication & Transparency. Using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the services listed below.

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q18-1. Availability of information about City news, programs & services	9.6%	39.7%	28.0%	13.5%	3.0%	6.3%
Q18-2. City efforts to keep you informed about local issues	8.5%	34.1%	26.4%	20.1%	4.8%	6.1%
Q18-3. Level of public involvement in local decision making	3.7%	21.3%	28.0%	24.8%	12.2%	10.0%
Q18-4. Timeliness of information provided by City	5.0%	29.9%	32.6%	16.9%	5.4%	10.2%
Q18-5. Usefulness of information on City's website	5.7%	36.7%	29.6%	12.8%	3.3%	12.0%
Q18-6. Local-access television station (Portland Media Center)	3.5%	12.6%	20.6%	3.8%	2.0%	57.6%
Q18-7. City's use of social media	4.8%	21.3%	29.1%	5.9%	2.2%	36.6%
Q18-8. City's use of digital tools (e.g., 311/See Click Fix, live-streaming meetings, online forms, text/email alerts)	9.2%	32.7%	25.5%	7.4%	2.6%	22.6%
Q18-9. Availability of information in a language I understand	36.4%	28.3%	15.6%	1.0%	0.4%	18.3%

WITHOUT "DON'T KNOW"

Q18. Communication & Transparency. Using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the services listed below. (without "don't know")

(N=1112)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q18-1. Availability of information about City news, programs & services	10.3%	42.3%	29.8%	14.4%	3.2%
Q18-2. City efforts to keep you informed about local issues	9.1%	36.3%	28.2%	21.4%	5.1%
Q18-3. Level of public involvement in local decision making	4.1%	23.7%	31.1%	27.6%	13.6%
Q18-4. Timeliness of information provided by City	5.6%	33.3%	36.2%	18.8%	6.0%
Q18-5. Usefulness of information on City's website	6.4%	41.7%	33.6%	14.5%	3.8%
Q18-6. Local-access television station (Portland Media Center)	8.3%	29.7%	48.5%	8.9%	4.7%
Q18-7. City's use of social media	7.5%	33.6%	46.0%	9.4%	3.5%
Q18-8. City's use of digital tools (e.g., 311/See Click Fix, live-streaming meetings, online forms, text/email alerts)	11.8%	42.3%	33.0%	9.5%	3.4%
Q18-9. Availability of information in a language I understand	44.6%	34.7%	19.1%	1.2%	0.4%

Q19. Which of the following are your primary sources of information about City issues, services, and events?

Q19. Your primary sources of information about

<u>City issues, services, & events</u>	<u>Number</u>	<u>Percent</u>
City's website	648	58.3 %
Weekly eNewsletter	306	27.5 %
Local Access Cable	46	4.1 %
Instagram	210	18.9 %
Facebook	286	25.7 %
NextDoor	164	14.7 %
Local TV news	398	35.8 %
Radio	226	20.3 %
Newspaper	509	45.8 %
Other	101	9.1 %
Total	2894	

Q19-10. Other

- by word-of-mouth--this is the only way I find out
- Citizen run social media. Newspaper has lost its way
- City alerts
- City email.
- City notices for which I am registered
- Email alert
- Email alerts
- emails
- emails from people who are paying better attention. City councilors social media.
- emails from recreation department
- Family
- Former mayor Cheryl Leeman distributes regular newsletters with Council updates. It's very well done, and often the best way for me to stay informed.
- Friday texts
- Friends and family
- Friends, colleagues
- I get the info from the online news 13
- In person
- Information from friends and family
- Internet
- LinkedIn

Q19-10. Other

- listservs
- Local blogs and other news sources
- mail
- mail
- Mailer from city
- mail
- Neighborhood association emails
- Neighborhood association emails
- Neighborhood association in west end
- Neighborhood Association. More city officials should attend these meetings.
- Neighbors
- Neighbors
- Neighbors
- Neighbors
- neighbors and friends
- Neighbors and word of mouth; local email lists.
- Non-profits
- Portland Reddit Group, West End News, Bollard etc.
- Portland me subreddit
- press releases
- r/Portland me (reddit)
- r/Portland me, r/maine, r/maine2
- Reddit
- Reddit
- Reddit
- Reddit
- Reddit
- Reddit
- Reddit
- Reddit
- Reddit
- Reddit/Twitter/Facebook
- Reddit, neighbors/community
- Reddit, other social media
- Reposting city info on Reddit
- Social media posts by city council members
- Special alerts signed up for on city's website.
- targeted opt-in email alerts from various departments
- Texts
- Texts
- Texts
- Texts

Q19-10. Other

- Texts
- Texts
- Text alerts
- Text alerts
- Text alerts
- Text Blasts
- Text messages
- Text messages
- Text messages from the City
- text updates
- text updates
- Texts
- Texts
- Texts
- Texts
- Texts
- The Bollard
- The cities use of digital tools
- The city needs to restore RSS feeds for alerts and not rely on social media entirely.
- TikTok
- Twitter
- Weekly text
- Weekly text newsletter updates
- West End Neighborhood Association (WENA)
- When the city send pamphlet to doors
- Wherever it makes sense at the time
- Word of mouth
- Word of mouth
- Word of mouth
- Word of mouth
- Word of mouth
- Word of mouth
- Word of mouth
- Word of mouth
- Word of mouth
- Word of mouth
- Word of mouth
- Word of mouth
- Word of mouth
- Work in downtown and bayside area.

Q20. Which THREE sources of information listed in Question 19 are your most PREFERRED methods of receiving information about the City?

Q20. Top choice	Number	Percent
City's website	276	24.8 %
Weekly eNewsletter	233	21.0 %
Local Access Cable	11	1.0 %
Instagram	73	6.6 %
Facebook	71	6.4 %
NextDoor	13	1.2 %
Local TV news	113	10.2 %
Radio	42	3.8 %
Newspaper	145	13.0 %
None chosen	135	12.1 %
Total	1112	100.0 %

Q20. Which THREE sources of information listed in Question 19 are your most PREFERRED methods of receiving information about the City?

Q20. 2nd choice	Number	Percent
City's website	196	17.6 %
Weekly eNewsletter	108	9.7 %
Local Access Cable	16	1.4 %
Instagram	88	7.9 %
Facebook	82	7.4 %
NextDoor	26	2.3 %
Local TV news	118	10.6 %
Radio	79	7.1 %
Newspaper	163	14.7 %
None chosen	236	21.2 %
Total	1112	100.0 %

Q20. Which THREE sources of information listed in Question 19 are your most PREFERRED methods of receiving information about the City?

Q20. 3rd choice	Number	Percent
City's website	146	13.1 %
Weekly eNewsletter	49	4.4 %
Local Access Cable	15	1.3 %
Instagram	52	4.7 %
Facebook	81	7.3 %
NextDoor	33	3.0 %
Local TV news	91	8.2 %
Radio	75	6.7 %
Newspaper	128	11.5 %
None chosen	442	39.7 %
Total	1112	100.0 %

SUM OF TOP 3 CHOICES

Q20. Which THREE sources of information listed in Question 19 are your most PREFERRED methods of receiving information about the City? (top 3)

Q20. Sum of top 3 choices	Number	Percent
City's website	618	55.6 %
Weekly eNewsletter	390	35.1 %
Local Access Cable	42	3.8 %
Instagram	213	19.2 %
Facebook	234	21.0 %
NextDoor	72	6.5 %
Local TV news	322	29.0 %
Radio	196	17.6 %
Newspaper	436	39.2 %
None chosen	135	12.1 %
Total	2658	

Q21. Customer Service. Have you interacted with (by phone, on-line, or by visiting) the City during the past year?

Q21. Have you interacted with City during past

year	Number	Percent
Yes	746	67.1 %
No	366	32.9 %
Total	1112	100.0 %

Q21a. Several factors that may influence your perception of the quality of customer service you receive from City employees are listed below. Please rate your satisfaction with each item.

(N=746)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q21a-1. How easy the department was to contact	27.6%	46.2%	14.1%	6.6%	3.9%	1.6%
Q21a-2. Level of courtesy you received	41.4%	38.3%	12.9%	3.5%	1.9%	2.0%
Q21a-3. Technical competence & knowledge of City employees who assisted you	38.9%	36.5%	14.7%	5.4%	2.0%	2.5%
Q21a-4. Overall satisfaction with your customer service experience	37.3%	37.9%	14.2%	6.7%	2.9%	0.9%

WITHOUT “DON’T KNOW”

Q21a. Several factors that may influence your perception of the quality of customer service you receive from City employees are listed below. Please rate your satisfaction with each item. (without "don't know")

(N=746)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q21a-1. How easy the department was to contact	28.1%	47.0%	14.3%	6.7%	4.0%
Q21a-2. Level of courtesy you received	42.3%	39.1%	13.1%	3.6%	1.9%
Q21a-3. Technical competence & knowledge of City employees who assisted you	39.9%	37.4%	15.1%	5.5%	2.1%
Q21a-4. Overall satisfaction with your customer service experience	37.6%	38.3%	14.3%	6.8%	3.0%

Q22. Listed below are several issues the City of Portland may face over the next 5 years. Which THREE of the issues listed below do you think will be MOST SIGNIFICANT over the next 5 years?

Q22. Top choice	Number	Percent
Housing	398	35.8 %
Homelessness	278	25.0 %
Public Safety & Crime	53	4.8 %
Substance Use & Mental Health	47	4.2 %
Transportation & Mobility	20	1.8 %
Climate Change	22	2.0 %
Jobs & Economic Opportunity	37	3.3 %
Public Parks & Recreation Facilities	9	0.8 %
Immigrant Support & Equity	13	1.2 %
Public Health	6	0.5 %
Property Tax Rate & Budget	194	17.4 %
Trust/Transparency in Local Government	12	1.1 %
Other	4	0.4 %
None chosen	19	1.7 %
Total	1112	100.0 %

Q22. Listed below are several issues the City of Portland may face over the next 5 years. Which THREE of the issues listed below do you think will be MOST SIGNIFICANT over the next 5 years?

Q22. 2nd choice	Number	Percent
Housing	159	14.3 %
Homelessness	295	26.5 %
Public Safety & Crime	117	10.5 %
Substance Use & Mental Health	129	11.6 %
Transportation & Mobility	47	4.2 %
Climate Change	46	4.1 %
Jobs & Economic Opportunity	86	7.7 %
Public Parks & Recreation Facilities	21	1.9 %
Immigrant Support & Equity	36	3.2 %
Public Health	13	1.2 %
Property Tax Rate & Budget	96	8.6 %
Trust/Transparency in Local Government	42	3.8 %
Other	2	0.2 %
None chosen	23	2.1 %
Total	1112	100.0 %

Q22. Listed below are several issues the City of Portland may face over the next 5 years. Which THREE of the issues listed below do you think will be MOST SIGNIFICANT over the next 5 years?

Q22. 3rd choice	Number	Percent
Housing	79	7.1 %
Homelessness	125	11.2 %
Public Safety & Crime	89	8.0 %
Substance Use & Mental Health	173	15.6 %
Transportation & Mobility	72	6.5 %
Climate Change	62	5.6 %
Jobs & Economic Opportunity	133	12.0 %
Public Parks & Recreation Facilities	34	3.1 %
Immigrant Support & Equity	73	6.6 %
Public Health	35	3.1 %
Property Tax Rate & Budget	151	13.6 %
Trust/Transparency in Local Government	39	3.5 %
Other	10	0.9 %
None chosen	37	3.3 %
Total	1112	100.0 %

SUM OF TOP 3 CHOICES

Q22. Listed below are several issues the City of Portland may face over the next 5 years. Which THREE of the issues listed below do you think will be MOST SIGNIFICANT over the next 5 years? (top 3)

Q22. Sum of top 3 choices	Number	Percent
Housing	636	57.2 %
Homelessness	698	62.8 %
Public Safety & Crime	259	23.3 %
Substance Use & Mental Health	349	31.4 %
Transportation & Mobility	139	12.5 %
Climate Change	130	11.7 %
Jobs & Economic Opportunity	256	23.0 %
Public Parks & Recreation Facilities	64	5.8 %
Immigrant Support & Equity	122	11.0 %
Public Health	54	4.9 %
Property Tax Rate & Budget	441	39.7 %
Trust/Transparency in Local Government	93	8.4 %
Other	16	1.4 %
None chosen	19	1.7 %
Total	3276	

Q22-13. Other

- Crime. In the past two weeks I have: Been attacked by a transient while walking to Hanaford's; stopped an attack of a transient against a transient on Prebble street; witnessed a transient overdose on illegal drugs; witnessed a transient drop her pants and defecate on the grass, in broad daylight, in Deering Park; been unable to use the back cove trail because it was overrun with transients; witnessed dozens of transients using illegal narcotics in Preble Street. Spouse fears to go outside alone because of rampant crime daily in our neighborhood. City Council apparently does not understand the lesson behind the Tragedy of the Commons.
- Education
- Focus on growing business in spite of the crazy minimum wage, stupid rent control measures, and the insane focus on increasing social services
- Get rid of trash bag purple program
- Housing market in Portland. Portland is becoming extremely unaffordable to live in. There is no reason a studio apartment should be almost \$2500
- needle exchange, stop providing unlimited needles
- Only provide city services to established residents. People who have established residency, not transients.
- Overdevelopment, fewer skyscrapers in historic areas.
- Parking in Portland is horrible . Too expensive and hard to find.
- Parking!
- Public parking and/or residential parking
- Quality of life
- RAMPANT CRIME
- Remove illegal immigrants and work with ICE
- The city needs a cleaner way to collect trash. The purple bags get left out in the open for animals to pick apart and trash gets all over the place making our city look dirty. We also need a parking lot at the sports complex!
- There is absolutely nothing more important to me than getting our street lighted. I have lived all over the world. I have never lived in a city as dark as Portland, Maine. Lighted streets are safe streets. Lighted streets keep businesses open later at night and keep passersby enjoying the community and restaurants. Please light our streets.

Q23. Approximately how many years have you lived in Portland?

Q23. How many years have you lived in Portland	Number	Percent
Less than 5 years	166	14.9 %
5-10 years	221	19.9 %
11-20 years	209	18.8 %
20+ years	503	45.2 %
Not provided	13	1.2 %
Total	1112	100.0 %

WITHOUT "NOT PROVIDED"**Q23. Approximately how many years have you lived in Portland? (without "not provided")**

Q23. How many years have you lived in Portland	Number	Percent
Less than 5 years	166	15.1 %
5-10 years	221	20.1 %
11-20 years	209	19.0 %
20+ years	503	45.8 %
Total	1099	100.0 %

Q24. Including yourself, how many people from each age group are currently living in your household?

	Mean	Sum
number	2.3	2495
5 & under	0.1	126
6-19	0.3	293
20-44	0.8	913
45-64	0.7	744
65-74	0.2	259
75 & older	0.1	160

Q25. Do you own or rent your current residence?

<u>Q25. Do you own or rent your current residence</u>	<u>Number</u>	<u>Percent</u>
Own	619	55.7 %
Rent	483	43.4 %
Other	5	0.4 %
Not provided	5	0.4 %
Total	1112	100.0 %

WITHOUT "NOT PROVIDED"**Q25. Do you own or rent your current residence? (without "not provided")**

<u>Q25. Do you own or rent your current residence</u>	<u>Number</u>	<u>Percent</u>
Own	619	55.9 %
Rent	483	43.6 %
Other	5	0.5 %
Total	1107	100.0 %

Q26. What is your age?

Q26. Your age	Number	Percent
18-34	213	19.2 %
35-44	225	20.2 %
45-54	223	20.1 %
55-64	221	19.9 %
65+	215	19.3 %
Not provided	15	1.3 %
Total	1112	100.0 %

WITHOUT "NOT PROVIDED"**Q26. What is your age? (without "not provided")**

Q26. Your age	Number	Percent
18-34	213	19.4 %
35-44	225	20.5 %
45-54	223	20.3 %
55-64	221	20.1 %
65+	215	19.6 %
Total	1097	100.0 %

Q27. Which of the following best describes your race/ethnicity?

<u>Q27. Your race/ethnicity</u>	<u>Number</u>	<u>Percent</u>
Asian or Asian Indian	34	3.1 %
Black or African American	104	9.4 %
American Indian or Alaska Native	5	0.4 %
White	894	80.4 %
Native Hawaiian or other Pacific Islander	1	0.1 %
Hispanic or Latino	35	3.1 %
Other	7	0.6 %
Total	1080	

Q27-7. Self-describe your race/ethnicity:

<u>Q27-7. Self-describe your race/ethnicity</u>	<u>Number</u>	<u>Percent</u>
Mixed	3	42.9 %
Lebanese	1	14.3 %
Irish	1	14.3 %
European	1	14.3 %
Cajun	1	14.3 %
Total	7	100.0 %

Q28. Your gender:

<u>Q28. Your gender</u>	<u>Number</u>	<u>Percent</u>
Male	516	46.4 %
Female	522	46.9 %
Non-Binary/Gender Non-Conforming	15	1.3 %
Transgender Man	2	0.2 %
Transgender Woman	1	0.1 %
Other	1	0.1 %
Prefer not to answer	55	4.9 %
Total	1112	100.0 %

WITHOUT "PREFER NOT TO ANSWER"**Q28. Your gender: (without "prefer not to answer")**

<u>Q28. Your gender</u>	<u>Number</u>	<u>Percent</u>
Male	516	48.8 %
Female	522	49.4 %
Non-Binary/Gender Non-Conforming	15	1.4 %
Transgender Man	2	0.2 %
Transgender Woman	1	0.1 %
Other	1	0.1 %
Total	1057	100.0 %

Q28-7. Self-describe your gender:

<u>Q27-7. Self-describe your gender</u>	<u>Number</u>	<u>Percent</u>
Fluid	1	100.0 %
Total	1	100.0 %

Q29. Would you say your total household income is...

<u>Q29. Your total household income</u>	<u>Number</u>	<u>Percent</u>
Under \$30K	120	10.8 %
\$30K to \$59,999	213	19.2 %
\$60K to \$99,999	236	21.2 %
\$100K to \$129,999	185	16.6 %
\$130K+	247	22.2 %
Not provided	111	10.0 %
Total	1112	100.0 %

WITHOUT "NOT PROVIDED"**Q29. Would you say your total household income is... (without "not provided")**

<u>Q29. Your total household income</u>	<u>Number</u>	<u>Percent</u>
Under \$30K	120	12.0 %
\$30K to \$59,999	213	21.3 %
\$60K to \$99,999	236	23.6 %
\$100K to \$129,999	185	18.5 %
\$130K+	247	24.7 %
Total	1001	100.0 %

Q30. Which of the following best describes your current employment status?

<u>Q30. Your current employment status</u>	<u>Number</u>	<u>Percent</u>
Employed outside home	645	58.0 %
Employed in the home/have a home-based business	117	10.5 %
Student	8	0.7 %
Retired	272	24.5 %
Not currently employed outside home	39	3.5 %
Not provided	31	2.8 %
Total	1112	100.0 %

WITHOUT "NOT PROVIDED"**Q30. Which of the following best describes your current employment status? (without "not provided")**

<u>Q30. Your current employment status</u>	<u>Number</u>	<u>Percent</u>
Employed outside home	645	59.7 %
Employed in the home/have a home-based business	117	10.8 %
Student	8	0.7 %
Retired	272	25.2 %
Not currently employed outside home	39	3.6 %
Total	1081	100.0 %

Q30-1. What is the zip code where you work?

Q30-1. Zip code of your workplace	Number	Percent
4101	246	40.7 %
4103	104	17.2 %
4102	92	15.2 %
4106	28	4.6 %
4092	20	3.3 %
4074	14	2.3 %
4105	8	1.3 %
4011	7	1.2 %
4330	7	1.2 %
4240	7	1.2 %
4104	6	1.0 %
4096	5	0.8 %
4005	5	0.8 %
4062	5	0.8 %
4107	4	0.7 %
4122	4	0.7 %
4038	3	0.5 %
4043	2	0.3 %
4210	2	0.3 %
3904	2	0.3 %
3909	2	0.3 %
4032	2	0.3 %
4039	2	0.3 %
30309	1	0.2 %
36849	1	0.2 %
2169	1	0.2 %
4544	1	0.2 %
3907	1	0.2 %
4174	1	0.2 %
4108	1	0.2 %
20005	1	0.2 %
1403	1	0.2 %
4347	1	0.2 %
4072	1	0.2 %
4902	1	0.2 %
4090	1	0.2 %
4193	1	0.2 %
4006	1	0.2 %
4110	1	0.2 %
2114	1	0.2 %
2115	1	0.2 %
3038	1	0.2 %
12203	1	0.2 %
4073	1	0.2 %
4033	1	0.2 %
2459	1	0.2 %

Q30-1. What is the zip code where you work?

Q30-1. Zip code of your workplace	Number	Percent
2108	1	0.2 %
2142	1	0.2 %
4841	1	0.2 %
4260	1	0.2 %
3079	1	0.2 %
Total	605	100.0 %

Council District:

Council District	Number	Percent
1	233	21.0 %
2	201	18.1 %
3	242	21.8 %
4	215	19.3 %
5	221	19.9 %
Total	1112	100.0 %



Survey Instrument



December 2025

Dear Portland Resident,

The City of Portland is conducting a community survey to hear directly from residents. Your input could help shape City programs, services, and long-term investments so they better reflect the needs and priorities of our community.

You can complete the survey online at PortlandCommunitySurvey.org, or by filling out the enclosed paper survey and returning it in the postage-paid envelope provided. Either way, **as a thank you for completing this survey, you will have the opportunity to enter a drawing to win one (1) of five (5) \$100 prepaid Visa gift cards for fully completing your survey.**

The City has partnered with **ETC Institute**, one of the nation's leading local government research firms, to ensure the survey is conducted independently and professionally. ETC will compile and analyze the results, present them to the City Council, and make the findings publicly available on the City's website. Because ETC administers these surveys nationwide, Portland's results will also be compared regionally and nationally.

By completing the survey, you are helping shape the future of Portland—making sure the City government reflects the voices of the people who live here. For additional information about the Portland Community Survey, please visit portlandmaine.gov/communitysurvey. We greatly appreciate your participation.

If you have any questions or need assistance, please contact Ryan Murray, Assistant Director of Community Research at ETC Institute, at (913) 254-4598 or ryan.murray@etcinstitute.com.

Thank you for taking the time to share your perspective and help make Portland an even better place to live, work, and play.

Sincerely,

Mark Dion, Mayor

Danielle West, City Manager

Si desea completar esta encuesta en línea en español, visite PortlandCommunitySurvey.org o llámenos gratis al 844-811-0411. ¡Gracias!

Si vous souhaitez répondre à ce sondage en ligne en espagnol, veuillez consulter le site PortlandCommunitySurvey.org ou nous appeler gratuitement au 844-393-4437. Merci!

Se você deseja responder a esta pesquisa online em espanhol, visite PortlandCommunitySurvey.org ou ligue gratuitamente para 844-247-8189. Obrigado!

Haddii aad jeclaan lahayd inaad ku buuxiso sahan ka khadka tooska ah ee Isbaanishka fadlan booqo PortlandCommunitySurvey.org ama naga soo wac telefoon bilaash ah 866-991-5215. Mahadsanid!

أو الاتصال بنا PortlandCommunitySurvey.org إذا كنت ترغب في إكمال هذا الاستبيان عبر الإنترنت باللغة الإسبانية، يرجى زيارة
مجاناً على الرقم 0918-742- 448. شكرًا لك



2025 City of Portland Community Survey

The City of Portland is committed to building a strong community. Your open and honest feedback on this survey will inform City leaders about your level of satisfaction with the state of the City and municipal services. Please take a few minutes to complete this survey. Alternatively, you may complete the survey online, at [PortlandCommunitySurvey.org](https://portlandmaine.gov/communitysurvey).

For additional information about the Portland Community Survey, please visit portlandmaine.gov/communitysurvey.

1. **Overall Satisfaction with City Services.** Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01.	Overall communication by the City with the community	5	4	3	2	1	9
02.	Overall flow of traffic and ease of getting around within the City	5	4	3	2	1	9
03.	Overall maintenance of city streets, sidewalks, and infrastructure	5	4	3	2	1	9
04.	Overall quality of community engagement by City officials	5	4	3	2	1	9
05.	Overall quality of customer service you receive from City employees	5	4	3	2	1	9
06.	Overall quality of public parks	5	4	3	2	1	9
07.	Overall quality of public safety services (police, fire, EMS)	5	4	3	2	1	9
08.	Overall quality of public transportation within the city (bus, rail, ferry)	5	4	3	2	1	9
09.	Overall quality of social services provided by the City	5	4	3	2	1	9
10.	Overall quality of solid waste services (trash, recycling, yard waste)	5	4	3	2	1	9
11.	Overall quality of stormwater management/flood control	5	4	3	2	1	9
12.	Overall quality of the Portland Jetport	5	4	3	2	1	9
13.	Overall quality of winter snow plowing and removal	5	4	3	2	1	9

2. **Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?** [Write in your answers below using the numbers from the list in Question 1.]

1st: _____ 2nd: _____ 3rd: _____

3. **Please rate your satisfaction with each of the following items that may influence your perception of Portland as a community using a 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01.	Availability of affordable housing options	5	4	3	2	1	9
02.	How easy it is to access City programs and services	5	4	3	2	1	9
03.	How fairly City resources are allocated	5	4	3	2	1	9
04.	Overall affordability of living in Portland	5	4	3	2	1	9
05.	Overall quality and variety of shopping and dining opportunities	5	4	3	2	1	9
06.	Overall quality of life in the city	5	4	3	2	1	9
07.	Overall quality of life in your neighborhood	5	4	3	2	1	9
08.	Overall quality of services provided by the City of Portland	5	4	3	2	1	9
09.	Overall value you receive for City of Portland taxes and fees	5	4	3	2	1	9
10.	Shopping and dining opportunities in Portland	5	4	3	2	1	9
11.	Portland as a place to live	5	4	3	2	1	9
12.	Portland as a place to raise a family	5	4	3	2	1	9
13.	Portland as a place to retire	5	4	3	2	1	9
14.	Portland as a welcoming community	5	4	3	2	1	9
15.	The city's recognition of diversity in my community	5	4	3	2	1	9
16.	The overall direction in which the city is moving	5	4	3	2	1	9

4. **Would you say your trust in the City of Portland's Local Government is...**

____(4) High ____ (3) Somewhat high ____ (2) Somewhat low ____ (1) Low ____ (9) Don't know

5. **To what extent do you agree with the following statement: "My household's overall quality of life is improving?"**

____(4) Strongly agree ____ (3) Agree ____ (2) Disagree ____ (1) Strongly disagree ____ (9) Don't know

6. **Safety. Using a scale of 5 to 1, where 5 means "Very Safe" and 1 means "Very Unsafe," please rate how safe you feel in the following situations.**

How safe do you feel...	Very Safe	Safe	Neutral	Unsafe	Very Unsafe	Don't Know
1. Overall feeling of safety in the city	5	4	3	2	1	9
2. In City parks	5	4	3	2	1	9
3. In commercial and retail areas	5	4	3	2	1	9
4. In Portland's downtown area	5	4	3	2	1	9
5. In your neighborhood at night	5	4	3	2	1	9
6. In your neighborhood during the day	5	4	3	2	1	9

7. **Public Safety Services. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Enforcement of local traffic laws	5	4	3	2	1	9
02. How quickly EMS services responds to emergencies	5	4	3	2	1	9
03. How quickly fire services responds to emergencies	5	4	3	2	1	9
04. How quickly police respond to requests for services	5	4	3	2	1	9
05. Overall quality of emergency medical/ambulance services	5	4	3	2	1	9
06. Overall quality of fire protection	5	4	3	2	1	9
07. Overall quality of local police services	5	4	3	2	1	9
08. Professionalism of fire/EMS first responders	5	4	3	2	1	9
09. Professionalism of police officers	5	4	3	2	1	9
10. Quality of police community programs and outreach	5	4	3	2	1	9
11. Quality of service when calling 911 with an emergency	5	4	3	2	1	9
12. The City's efforts to prevent crime	5	4	3	2	1	9

8. **Which THREE of the items listed in Question 7 above do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? [Write in your answers below using the numbers from the list in Question 7.]**

1st: ____ 2nd: ____ 3rd: ____

9. **Would you say your trust in Portland's Police Department is...**

____(4) High ____ (3) Somewhat high ____ (2) Somewhat low ____ (1) Low ____ (9) Don't know

10. **Trash and Recycling. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Overall quality of trash collection services	5	4	3	2	1	9
2. Curbside recycling services	5	4	3	2	1	9
3. Purple/City trash bag program	5	4	3	2	1	9
4. Riverside Recycling drop-off services	5	4	3	2	1	9
5. Fall/Spring leaf and yard waste collection services	5	4	3	2	1	9
6. Holiday tree collection services	5	4	3	2	1	9
7. Quality of composting drop-off locations	5	4	3	2	1	9

- 11. Maintenance and Public Works.** Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01.	Adequacy of street lighting	5	4	3	2	1	9
02.	Cleanliness of streets, sidewalks, and public spaces	5	4	3	2	1	9
03.	Condition of major City streets	5	4	3	2	1	9
04.	Condition of streets in your neighborhood	5	4	3	2	1	9
05.	Condition of pavement markings on streets	5	4	3	2	1	9
06.	Condition of sidewalks	5	4	3	2	1	9
07.	Condition of street signs and traffic signals	5	4	3	2	1	9
08.	Condition of public buildings and facilities	5	4	3	2	1	9
09.	Tree trimming along streets and public areas	5	4	3	2	1	9
10.	Condition of bike lanes, paths and signage	5	4	3	2	1	9
11.	Snow removal on major City streets	5	4	3	2	1	9
12.	Snow removal on neighborhood streets	5	4	3	2	1	9
13.	Snow removal on sidewalks	5	4	3	2	1	9

- 12. Which THREE of the items listed in Question 11 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?** *[Write in your answers below using the numbers from the list in Question 11.]*

1st: _____ 2nd: _____ 3rd: _____

- 13. Transportation and Mobility.** Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01.	Accessibility of streets and sidewalks for people with disabilities	5	4	3	2	1	9
02.	Accessibility of public buildings for people with disabilities	5	4	3	2	1	9
03.	Ease of getting around the city by car	5	4	3	2	1	9
04.	Ease of getting around the city by public transportation	5	4	3	2	1	9
05.	Ease of getting around the city by bicycle	5	4	3	2	1	9
06.	Ease of getting around the city by walking	5	4	3	2	1	9
07.	Ease of using the Portland Jetport	5	4	3	2	1	9
08.	Availability of sidewalks throughout the city	5	4	3	2	1	9
09.	Availability of sidewalks in my neighborhood	5	4	3	2	1	9
10.	Availability of public parking	5	4	3	2	1	9
11.	Availability of effective way finding and signage	5	4	3	2	1	9
12.	Facilities and amenities at the Jetport	5	4	3	2	1	9

- 14. Which THREE of the items listed in Question 13 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?** *[Write in your answers below using the numbers from the list in Question 13.]*

1st: _____ 2nd: _____ 3rd: _____

- 15. Parks and Recreation Services. Please rate your satisfaction with each of the following. Using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the services/programs listed below.**

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01.	Adult Sports Leagues/Adult recreation programs	5	4	3	2	1	9
02.	After-school childcare program	5	4	3	2	1	9
03.	Aquatic programs	5	4	3	2	1	9
04.	Condition of aquatic facilities	5	4	3	2	1	9
05.	Condition of indoor recreational facilities/community centers	5	4	3	2	1	9
06.	Condition of outdoor athletic fields (baseball, basketball, soccer)	5	4	3	2	1	9
07.	Condition of public playgrounds	5	4	3	2	1	9
08.	Connectivity of local trails and parks	5	4	3	2	1	9
09.	Quality of City special events (e.g., parades, 4th of July, festival)	5	4	3	2	1	9
10.	Quality of community and neighborhood parks	5	4	3	2	1	9
11.	Quality of Fitzpatrick Stadium	5	4	3	2	1	9
12.	Quality of major City parks (Deering Oaks Park, Payson Park, Eastern Prom)	5	4	3	2	1	9
13.	Quality of Merrill Auditorium	5	4	3	2	1	9
14.	Quality of multi-use trails (Back Cove Trail, Eastern Prom Trail, Fore River Parkway Trail, Bayside Trail)	5	4	3	2	1	9
15.	Quality of the James A. Banks, Sr. Portland Exposition Building (also called the Portland Expo)	5	4	3	2	1	9
16.	Quality of Troubh Ice Arena	5	4	3	2	1	9
17.	Senior programs	5	4	3	2	1	9
18.	Tennis amenities and condition of tennis and pickleball courts	5	4	3	2	1	9
19.	Youth recreation programs	5	4	3	2	1	9

- 16. Which THREE of the items listed in Question 15 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? [Write in your answers below using the numbers from the list in Question 15.]**

1st: _____ 2nd: _____ 3rd: _____

- 17. Economic Development. Please rate your satisfaction with each of the following using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1.	Availability of good jobs in Portland	5	4	3	2	1	9
2.	Availability of places to shop, dine, or get services in your neighborhood	5	4	3	2	1	9
3.	Condition and appearance of local shopping and business areas	5	4	3	2	1	9
4.	How active and inviting businesses are (lighting, cleanliness, events, etc.)	5	4	3	2	1	9
5.	Overall strength of the local economy (business openings, jobs, etc.)	5	4	3	2	1	9
6.	Variety of local businesses (restaurants, shops, and services) in your area	5	4	3	2	1	9

18. **Communication & Transparency.** Using a scale of 5 to 1, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the services listed below.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Availability of information about City news, programs and services	5	4	3	2	1	9
2. City efforts to keep you informed about local issues	5	4	3	2	1	9
3. Level of public involvement in local decision making	5	4	3	2	1	9
4. Timeliness of information provided by the City	5	4	3	2	1	9
5. Usefulness of information on the City's website	5	4	3	2	1	9
6. Local-access television station (Portland Media Center)	5	4	3	2	1	9
7. The City's use of social media	5	4	3	2	1	9
8. The City's use of digital tools (e.g., 311/See Click Fix, live-streaming meetings, online forms, text/email alerts)	5	4	3	2	1	9
9. Availability of information in a language I understand	5	4	3	2	1	9

19. **Which of the following are your primary sources of information about City issues, services, and events?** *[Check all that apply.]*

____ (01) City's website ____ (05) Facebook ____ (09) Newspaper
 ____ (02) Weekly E-Newsletter ____ (06) NextDoor ____ (10) Other: _____
 ____ (03) Local Access Cable ____ (07) Local TV News
 ____ (04) Instagram ____ (08) Radio

20. **Which THREE sources of information listed in Question 19 are your most PREFERRED methods of receiving information about the City?** *[Write in your answers below using the numbers from the list in Question 19 or circle "NONE."]*

1st: ____ 2nd: ____ 3rd: ____ NONE

21. **Customer Service.** Have you interacted with (by phone, on-line, or by visiting) the City during the past year?

____ (1) Yes *[Answer Q21a.]* ____ (2) No *[Skip to Q22.]*

- 21a. **Several factors that may influence your perception of the quality of customer service you receive from City employees are listed below. Please rate your satisfaction with each item.**

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. How easy the department was to contact	5	4	3	2	1	9
2. Level of courtesy you received	5	4	3	2	1	9
3. Technical competence and knowledge of City employees who assisted you	5	4	3	2	1	9
4. Overall satisfaction with your customer service experience	5	4	3	2	1	9

22. **Listed below are several issues the City of Portland may face over the next 5 years. Which THREE of the issues listed below do you think will be MOST SIGNIFICANT over the next 5 years?** *[Write in your answers using the numbers from the list below.]*

1. Housing 8. Public Parks and Recreation Facilities
 2. Homelessness 9. Immigrant support and equity
 3. Public Safety and Crime 10. Public Health
 4. Substance Use and Mental Health 11. Property Tax Rate and Budget
 5. Transportation and Mobility 12. Trust/Transparency in Local Government
 6. Climate Change 13. Other: _____
 7. Jobs and Economic Opportunity

1st: ____ 2nd: ____ 3rd: ____

Demographics

23. Approximately how many years have you lived in Portland?

____(1) Less than 5 years ____ (2) 5-10 years ____ (3) 11-20 years ____ (4) More than 20 years

24. Including yourself, how many people from each age group are currently living in your household?

5 and under: ____ 6 to 19: ____ 20 to 44: ____ 45 to 64: ____ 65 to 74: ____ 75 and over: ____

25. Do you own or rent your current residence? ____ (1) Own ____ (2) Rent ____ (3) Other

26. What is your age? ____ years

27. Which of the following best describes your race/ethnicity?

____ (01) Asian or Asian Indian ____ (05) Native Hawaiian or other Pacific Islander
____ (02) Black or African American ____ (06) Hispanic or Latino
____ (03) American Indian or Alaska Native ____ (99) Other: _____
____ (04) White

28. Your gender:

____ (1) Male ____ (5) Transgender woman
____ (2) Female ____ (6) Prefer not to answer
____ (3) Non-binary/Gender non-conforming ____ (7) Other: _____
____ (4) Transgender man

29. Would you say your total household income is...

____ (1) Under \$30,000 ____ (3) \$60,000 to \$99,999 ____ (5) \$130,000 or more
____ (2) \$30,000 to \$59,999 ____ (4) \$100,000 to \$129,999

30. Which of the following best describes your current employment status?

____ (1) Employed outside the home - (What is the zip code where you work? _____)
____ (2) Employed in the home/have a home-based business
____ (3) Student
____ (4) Retired
____ (5) Not currently employed outside the home

31. As a way to say thank you for your time, we will randomly select five survey respondents to receive a \$100 Visa gift card. Would you be interested in entering the drawing? (Limited to one per household. Sent via email.)

____ (1) Yes [Answer Q31a.] ____ (2) No

31a. Please provide your contact information.

Name: _____ Phone Number: _____

Email Address: _____

32. [OPTIONAL] If you would be interested in subscribing to the City's weekly e-Newsletter that is sent out each Friday, please provide your email address. You can also sign up by visiting portlandmaine.gov/stayconnected.

Email: _____

This concludes the survey. Thank you for your time!
Please return your completed survey in the enclosed postage paid envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

NEED	GOAL	PRIORITY IMPACT LEVEL
Neighborhood Investment & Infrastructure: <u>Description:</u> Public safety and mobility are key components to improving the livelihood of Portland neighborhoods. There is a significant need to build neighborhood sidewalks where none exist, improve ADA compliance, and increase access to alternative modes of transportation. Additionally, there is a need to increase resident's ability to remain or become active and engaged members of their neighborhoods through community based services and programs. <u>Basis for Relative priority:</u> In 2019 & 2020, the Portland City Council identified four goals that identified this need: 1) 15 buses for 15 minutes: Add 15 buses to our fleet allowing us to reduce peak hour wait times to an hour to 15 minutes. 2) Light Hybrid rail to the eastern waterfront: install hybrid electric rail cars to come into Portland's eastern waterfront to reduce traffic. 3) Implement a plan for installation of solar arrays. 4) Increase public transit infrastructure and capacity in the City. The 2030 Comprehensive plan lists the following strategy: Full Service City: 2. Provide services to all residents. Operate City facilities and services in an efficient and effective manner that is responsive to all segments of the community. Resource: City of Portland 2019 & 2020 City Council Common Goals. and the 2030 City of Portland Comprehensive Plan	Create strong, safe, accessible and vibrant neighborhoods: <u>Description:</u> Invest in infrastructure to improve neighborhood assets and build strong, safe, accessible and vibrant neighborhoods. Improve accessibility and livability through age-friendly designs and ADA compliance. Build sidewalks and trails to improve connectivity, increase the use of bicycles as a mode of transportation, and redevelop streetscapes to create shared streets for cars, bikes, and pedestrians that integrate with the fabric of the neighborhood. Support programs that increase safety in neighborhoods for residents and visitors. Invest in programs and services that address the specific needs of members of the community. Encourage programs that build a sense of inclusiveness, safety, and security within individual neighborhoods.	Including but not limited to (in alphabetical order, not in order of priority): HIGH PRIORITY ● Accessibility/ADA compliance ● Alternative modes of transportation ● Community policing ● Park and Recreation Facilities ● Public infrastructure in targeted neighborhoods PRIORITY ● Community centers and engagement programs ● Disability Services ● Non-profit rehab ● Public infrastructure outside of targeted neighborhood ● Senior Services ● Tree planting

UPDATED 10.05.2021

NEED	GOAL	PRIORITY IMPACT LEVEL
Housing Availability: <u>Description:</u> In the 2019 Housing report, it was reported that Portland has an affordability gap of \$255,796. In addition, there is a lack of affordable rental housing within Portland's housing supply. The City Council continues to make housing availability and affordability their goal. <u>Basis for Relative priority:</u> In 2019 & 2020, the Portland City Council identified the following goal to address this need: Increase access to rental and home ownership that is safe, affordable, and accessible. Resources: <i>2030 Workforce Housing Demand Study</i> <i>2019 City of Portland Housing Committee, Interim Housing Report</i> 2019 & 2020 City Council Common Goals.	Increase housing availability & affordability: <u>Description:</u> Increase housing availability and affordability to all Portland residents regardless of income, race, ethnicity, and family size. Encourage housing development by removing barriers to traditional urban housing types while ensuring the inclusion of workforce and age-friendly housing in significant development projects.	Including but not limited to (in alphabetical order, not in order of priority): HIGH PRIORITY ● Adaptive reuse for housing ● Construction of new housing (HOME funds only) ● Housing Retention ● Housing Start up Assistance ● Rehabilitation of existing housing PRIORITY ● Environmental testing and remediation ● Energy efficiency/weatherization ● Fair housing activities ● Heating and fuel assistance ● Legal services Tenant/landlord counseling services

NEED	Goal	PRIORITY IMPACT LEVEL
Economic Opportunity: <u>Description:</u> Portland has a well-developed employment support system with many established providers. However, the system is fragmented, providers work in silos, there is insufficient funding to cover needs of potential workers, and career planning and financial stability are often prioritized less than job placement. Employment retention support is scarce and turnover results in economic uncertainty for employees and higher costs for employers. <u>Basis for Relative priority:</u> In 2019 & 2020, the Portland City Council identified the following goal: Promote Economic Development in the City in a manner that provides for increased property values, diversification across industry sectors and high paying jobs. Specifically, as it relates to HUD programming and objectives, the Council further identified the need to advance work on the “Minority and Women-owned Business Development Initiative” and secure City Council approval to invest CDBG funds in workforce development. Resources: <i>Portland Economic Development Vision and Plan</i> Portland Community Chamber of Commerce: <i>Portland’s Economic Scorecard 2014-2015</i> Muskie School of Public Service: <i>The State of Infant Pre-K Childcare in Portland, Maine 2015</i> GPCOG <i>2014-2018 Economic Development Action Plan</i>	Create economic opportunities to transition people out of poverty: <u>Description:</u> Invest in Portland businesses to enable them to expand to create jobs. Invest in persons wanting to create microenterprises. Engage job seekers in a continuum of services to increase their professional capacity, financial stability, and ability to maintain employment. Focus on difficult to employ populations including homeless, new Americans and single parent head of households. Combine resources and build partnerships between public and private entities to provide opportunities to transition Portland residents out of poverty to sustainable employment and financial stability.	Including but not limited to (in alphabetical order, not in order of priority): HIGH PRIORITY ● Career advancement services ● Education ● Job training ● GED attainment ● ESL ● Job Creation ● Job retention support services ● Childcare vouchers ● Housing counseling ● Transportation assistance ● Microenterprise Assistance

NEED	GOAL	PRIORITY IMPACT LEVEL
Address the Needs for Growing Homeless Population: <u>Description:</u> The shelter system in Portland is beyond capacity. Staff and local organizations struggle to deal with overflow strategies to meet increasing need. Data from 2019 showed that 79% of the shelter consumers were new consumers, the average length of stay at the shelter is under 60 days. Homeless Prevention and Rapid Rehousing are key components to help reduce shelter usage and homelessness. Additionally increased case management is needed for those who have mental illness and substance abuse issues to help them navigate the service delivery system. <u>Basis for Relative priority:</u> In 2019 & 2020 the Portland City Council identified the goal: Continue the effort to reduce homelessness, assist people experiencing homelessness through City, Regional, and State efforts. Resource: 2020 City Council Common Goals 20Health and Human Services Shelter Report	Prevent and Reduce Homelessness: <u>Description:</u> Prevent individuals and families from becoming homeless and entering into the shelter system. Rapidly rehouse those who enter the shelter system. Provide necessary resources to assist vulnerable populations transition out of homelessness, including housing opportunities for chronically homeless or long-term stayers at homeless shelters.	Including but not limited to (in alphabetical order, not in order of priority): HIGH PRIORITY ● Behavioral Health Services ● Emergency services to prevent homelessness ● Food Assistance ● Housing and Housing Services for long- term shelter consumers ● Housing Startup Services ● Shelter services PRIORITY ● At risk youth services