

City of Portland

CDBG Priority Setting Task Force:

Meeting 3



Wednesday, May 20, 2026 at 8:00 AM 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 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 (see below).

REMOTE ACCESS INFORMATION:

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

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+1 929 205 6099 US (New York)

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1. Introductions
2. Meeting Minutes from May 6th Meeting
 - a. May 6, 2026 Meeting Minutes
3. Presentation by HHS Director, Maggie McLoughlin
4. Decide & Draft Priority Impact Levels
 - a. 2026 Priority Activity Ranking
 - b. Priority Activities Details & Information
5. Next Meeting: June 3rd, 2026 at 8AM - 10AM

City of Portland
CDBG Priority Setting Task
Force: Meeting 3

Wednesday, May 20, 2026 at 8:00 AM
Zoom

6. Adjournment

Priority Setting Task Force (PSTF) - Meeting Minutes

Meeting Details

- **Date:** May 6, 2025
- **Facilitator:** Cameron George, Compliance Officer
- **Subject:** Task Force Rules, Elections, and Priority Review

The meeting began at approximately 8:04 a.m.

Record of Attendees

Present	Absent
<ul style="list-style-type: none"> • Cameron George (Compliance Officer) • Mary Davis (HCD Division Director) • Laken Chapin (CDBG Program Manager - introduced) • Barbara Ginley • Belviga Mpolo • Carly Lappas • Christina Bowman • Colleen Cooper • Gwendolyne Tuttle-Beaudoin • Jill Johanning • Kristen Dunphey (Elected Co-Chair) • Kyla Wigant • Miyabi "Abbie" Yamamoto • Stephanie Miller • Tae Chong (Elected Chair) 	<p>Matt Starr Teale Smith</p>

Action Items

PSTF Rules: Motion to approve the rules of conduct and operations for the task force. *Action Taken: Approved unanimously via roll call vote.*

Election of Chair: Tae Chong and Teal were nominated for the Chair position. *Action Taken: Tae Chong was elected as Chair by majority vote.*

Election of Co-Chair: Stephanie Miller, Kristen Dunphey, and Teal were nominated. *Action Taken: Kristen Dunphey was elected as Co-Chair by majority vote.*

Approval of April 22nd Meeting Minutes: Motion made by Barbara Ginley, seconded by Tae Chong. *Action Taken: Approved unanimously via roll call vote.*

Resource Review & Community Survey

HCD Staff facilitated an overview of the “Welcome Packet”, previously sent to PSTF members. Resources reviewed included:

- 2026 City Goals Memo and Slides
- 2025 CDBG Policies
- 2025 Portland Maine Community Survey Report
- Roux Institute Portland Needs Report
- 2021 CDBG Priority Setting Task Force Report

Data Gaps Discussed: Members raised concerns regarding a lack of representation from vulnerable populations (elderly, youth, non-English speakers, disabled, and low-income individuals).

Review of Community Development Thematic Areas & Priorities

- **Neighborhood Investments & Infrastructure:** Discussed balancing costly global infrastructure goals (e.g., ADA compliance) with smaller, high-impact activities (e.g., better street lighting for safety).
- **Housing Availability:** Reviewed current housing goals. It was clarified that CDBG funds cannot be used to construct new housing, but rather for adaptive reuse, rehabilitation, and retention.
- **Economic Opportunity:** Reviewed micro-enterprise assistance, career advancement services, and job retention support (e.g., childcare, transportation).
- **Homelessness:** Addressed reducing and preventing homelessness, rapid rehousing, and support services for long-term shelter consumers.

Next Meeting Deliverables

- PSTF Members will complete the Needs, Goals, Priorities worksheet to inform discussion for the next meeting. PSTF Members will submit worksheet to Cameron by Monday, May 18, 2026.
- Gather specific demographic and resource data requested such as (McKinney-Vento stats, free/reduced lunch numbers, low-income elder housing locations), and include ALICE (Asset Limited, Income Constrained, Employed) data from the United Way to Cameron for distribution.

Activity Rankings

Use the Needs,Goals,PriorityDetailed document to assist in completing this document. Use the survey data, reports, discussions, and the City Council goals to inform your rankings.

Please rank the following activities on a scale of 1 - 5. A “1” represents “Low Priority”, a “3” represents “Priority” and a “5” represents “High Priority”. There is no limit on how many activities you rank High Priority, Priority, or Low Priority.

Additionally, you may add or remove activities from this list. If you want an activity added, include it in the cells that say “*Optional Added Activity*” at the bottom of each theme; if you want an activity removed, write “Remove” in the Priority Ranking column. There’s also additional space at the bottom of the last page to include new activities, rankings, and metrics.

Performance Metrics, or HUD Indicators on the Needs,Goals,PriorityDetailed document, should also be added. Performance Metrics are considered the units of measurement for each Priority Activity. For example, Rental Assistance activity could use several performance metrics, like number of vouchers provided, number of individuals assisted, or total funding provided to users. Be creative!

Please send your completed sheet to Cameron by Monday, May 18, 2026. We will discuss priority activities, rankings, and performance metrics on the Wednesday, May 20th meeting.

Neighborhood Investment & Infrastructure

Priority Activity	Priority Ranking	Performance Metric
Public Infrastructure in Target Neighborhood		
Accessibility/ ADA compliance		
Alternative Modes of Transportation		
Park and Recreation Facilities		
Tree Planting		
Non-profit Rehab		
Community Center		
Historic Preservation		
Senior Services		
Disability Services		

Public Infrastructure Outside of the Target Neighborhood		
<i>Optional: Added Activity</i>		
<i>Optional: Added Activity</i>		
<i>Optional: Added Activity</i>		

Housing Availability

Priority Activity	Priority Ranking	Performance Metric
Construction of New Housing (HOME Funds only)		
Adaptive Reuse for Housing		
Rehabilitation of Existing housing		
Rental Assistance		
Environmental testing and remediation		
Energy Efficiency/weatherization		
Fair Housing activities		
Heating and Fuel Assistance		
Tenant Landlord Counseling Services		
Legal Services		
<i>Optional: Added Activity</i>		
<i>Optional: Added Activity</i>		
<i>Optional: Added Activity</i>		

Economic Opportunity

Priority Activity	Priority Ranking	Performance Metric
Job Creation		
Microenterprise Assistance		
Career Advancement Services (Education, Job Training, GED Attainment, ESL)		
Job Retention Support Services (Childcare vouchers, Housing Counseling, Transportation Assistance)		
Façade Improvements		
Financial stability services (budgeting, financial planning, tax preparation)		
<i>Optional: Added Activity</i>		
<i>Optional: Added Activity</i>		
<i>Optional: Added Activity</i>		

Addressing the Needs of the Growing Homeless Population

Priority Activity	Priority Ranking	Performance Metric
Food Assistance		
Shelter Services		
Mental Health Services		
Substance Abuse Services		
Housing and Housing Services for Long Term Shelter Consumers		
Emergency Services to Prevent Homelessness		
Rental Assistance		
At Risk Youth Services		
<i>Optional: Added Activity</i>		
<i>Optional: Added Activity</i>		
<i>Optional: Added Activity</i>		

Please include any other priorities you think should be added or moved within these 4 need categories. Include the suggestion, suggested category, and performance metric.

This document serves to clarify the HUD Indicators, Portland’s Goals, and Priority Impact Level activities. The definitions for “High Priority” and “Priority” activities are found in the [CDBG Matrix Code Definitions](#).

Need: Neighborhood Investment & Infrastructure:

Description: 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.

Goal: Create strong, safe, accessible and vibrant neighborhoods:

Description: 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.

Relevant HUD Indicators

The relevant HUD indicators for the Neighborhood Investment and Infrastructure Need are as follows. The measurements used to determine program outcomes, also known as metrics, for the indicators are sub-bulleted:

- Public Facilities or Infrastructure Activities other than Low/Moderate Income Housing Benefit
 - Metric: Persons Assisted
- Public Service Activities other than Low/Moderate Income Housing Benefit
 - Metric: Persons Assisted
- Facade Treatment or business building rehabilitation.
 - Metric: Businesses Assisted
- Homeless Persons Overnight Shelter
 - Metric: Persons Assisted
- Overnight/Emergency Shelter/Transitional Housing Beds Added
 - Metric: Beds
- Buildings Demolished
 - Metric: Buildings

Priority Impact Descriptions

High Priority

- Accessibility/ADA compliance - Increasing accessibility for mobility impaired individuals. Using ramps instead of stairs, fixing & smoothing out sidewalks, providing different opportunities for differently abled bodies.
- Alternative modes of transportation
- Park and Recreation Facilities - Development of open space areas or facilities intended primarily for recreational use.
- Public infrastructure in targeted neighborhoods - Investing and constructing public

infrastructure, such as sidewalks, street improvements, or parks in targeted neighborhoods.

Priority

- Community centers and engagement programs - Funding activities like community outreach programs, non-profits providing neighborhood services like childcare, playgrounds or community centers.
- Disability Services - Providing services for individuals with disabilities, such as transportation services
- Non-profit rehab - Providing non-profits with funding that improves the quality or scope of services, such as non-profits using funding to purchase a new food refrigerator.
- Public infrastructure outside of targeted neighborhoods - Investing and constructing public infrastructure, such as sidewalks, street improvements, or parks outside of targeted neighborhoods.
- Senior Services - Providing services for elderly, such as transportation, home healthcare, or specialized counseling
- Tree planting - Activities limited to tree planting, such as sidewalk or streetscape improvements.

Need: Housing Availability

Description: 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.

Goal: Increase housing availability & affordability:

Description: 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.

Relevant HUD Indicators

The relevant HUD indicators for the Housing Availability are as follows. The measurements used to determine outcomes, also known as metrics, for the indicators are sub-bulleted:

- Public Facilities or Infrastructure Activities other than Low/Moderate Income Housing Benefit
 - Metric: Households Assisted
- Public Service Activities other than Low/Moderate Income Housing Benefit
 - Metric: Households Assisted
- Brownfield Acres Remediated.
 - Metric: Acre
- Rental Units Constructed
 - Metric: Household Housing Unit
- Rental Units Rehabilitated
 - Metric: Household Housing Unit
- Buildings Direct Financial Assistance to Homebuyers
 - Metric: Households Assisted
- Tenant-based Rental Assistance/Rapid Rehousing
 - Metric: Households Assisted
- Buildings Demolished
 - Metric: Buildings

High Priority

- Adaptive reuse for housing - Reusing buildings that may have previously been industrial or commercial and turning them into housing or providing a mix of housing.
- Construction of new housing (HOME funds only) - CDBG funds cannot be used to build new housing.
- Housing Retention
- Housing Start up Assistance
- Rehabilitation of existing housing

Priority

- Environmental testing and remediation

- Energy efficiency/weatherization - Activities that promote energy efficiency methods like improving insulation to facilitate less energy use. Housing rehabilitation with the primary intent of improving energy efficiency.
- Fair housing activities - Activities that provide certain rights and protections for persons with disabilities, including persons with mental and physical disabilities. The law also requires housing providers to make reasonable accommodations for persons with disabilities in policies, procedures and programs and allow reasonable changes so that persons with disabilities can fully enjoy their housing and related facilities.
- Heating and fuel assistance - Activities that provide assistance to heating or fuel.
- Legal services Tenant/landlord counseling services - Services providing legal aid to low- and moderate-income (LMI) persons. Funds can also be used to provide counseling to help prevent or settle disputes between tenants and landlords

Need: Economic Opportunity

Description: 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.

Goal: Create economic opportunities to transition people out of poverty

Description: 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.

Relevant HUD Indicators

The relevant HUD indicators for the Housing Availability are as follows. The measurements used to determine outcomes, also known as metrics, for the indicators are sub-bulleted:

- Public Facilities or Infrastructure Activities other than Low/Moderate Income Housing Benefit
 - Metric: Persons Assisted
- Public Service Activities other than Low/Moderate Income Housing Benefit
 - Metric: Persons Assisted
- Homeless Persons Overnight Shelter
 - Metric: Persons Assisted
- Homeless Prevention
 - Metric: Persons Assisted
- Rental Units Rehabilitated

- Metric: Household Housing Unit
- Jobs Created/Retained
 - Metric: Jobs
- Businesses Assisted
 - Metric: Businesses Assisted

High Priority

- Career advancement services - Assistance to increase self-sufficiency, including literacy, independent living skills, resume writing, job coaching, “how to get and keep a job” training, or training students in a particular field on skill when there is no tie to a specific position or business.
 - Education
 - Job training
 - GED attainment
 - ESL
- Job Creation
- Job retention support services
 - Childcare vouchers
 - Housing counseling
 - Transportation assistance
- Microenterprise Assistance - Financial assistance, technical assistance, or general support services to owners and developers of microenterprises. A microenterprise is a business with five or fewer employees, including the owner(s)

Need: Address the Needs for Growing Homeless Population

Description: 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.

Goal: Prevent and Reduce Homelessness

Description: 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.

Relevant HUD Indicators

The relevant HUD indicators for the Addressing the Needs for the Growing Homeless Population are as follows. The measurements used to determine outcomes, also known as metrics, for the

indicators are sub-bulleted:

- Public Service Activities other than Low/Moderate Income Housing Benefit
 - Metric: Persons Assisted
- Homeless Persons Overnight Shelter
 - Metric: Persons Assisted
- Overnight/Emergency Shelter/Transitional Housing Beds Added
 - Metric: Beds
- Homeless Prevention
 - Metric: Persons Assisted
- Housing for Homeless Added
 - Metric: Household Housing Unit

HIGH PRIORITY

- Behavioral Health Services - Services addressing the behavioral health needs of residents of the community.
- Emergency services to prevent homelessness
- Food Assistance
- Housing and Housing Services for long- term shelter consumers
- Housing Startup Services
- Shelter services - Acquisition, construction, conversion of buildings, or rehabilitation of temporary shelters and transitional housing for the homeless, including victims of domestic violence, dating violence, sexual assault or stalking, disaster victims, runaway children, drug offenders, and parolees.

PRIORITY

- At risk youth services