

City of Portland

CDBG Priority Setting Task Force:

Meeting 4



Wednesday, June 3, 2026 at 8:00 AM

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 PSTF 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 CDBG 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.

You are invited to a Zoom webinar!

When: Jun 3, 2026 08:00 AM Eastern Time (US and Canada)

Jun 3, 2026 08:00 AM

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1. Welcome and Roll Call
2. Review and Accept Minutes of CDBG Priority Setting Task Force meeting held May 20, 2026

City of Portland
CDBG Priority Setting Task
Force: Meeting 4

Wednesday, June 3, 2026 at 8:00 AM

- a. Meeting Minutes from May 20th Meeting
3. Agenda Overview & Meeting Goals
4. Overview of Needs, Goals, Priority Activities
 - a. 2022 - 2026 Needs, Goals, Priorities Table
 - b. Detailed Needs, Goals, Priority Activities
5. Review Goals & Draft Priority Activities
 - a. Neighborhood Investment & Infrastructure
 - b. Housing Availability
 - c. Economic Opportunity
 - d. Address the Needs for Growing Homeless Population
6. Next Meeting: June 17, 2026

Priority Setting Task Force (Meeting #3) Minutes

Topic: Community Development Block Grant (CDBG) Priority Activities & HHS Presentation
Guest Speaker: Maggie McLoughlin, Director of Health and Human Services (HHS), City of Portland

Attendees

- **Chair:** Tae Chong
- **Co-Chair:** Kristen Dunphey
- **City Staff:** Cameron George(HCD), Laken Chapin (CDBG Program Manager), Mary Davis (HCD Division Director)
- **Committee Members:** Teale Smith, Carly Lappas, Miyabi (Abby) Yamamoto, Jill Johanning, Matt Starr, Christina Bowman, Stephanie Miller, Barbara Ginley, Kyla Wigant, Colleen Cooper, Belviga Mpolo, Carly Lappas

Actions Taken

- **Approval of Minutes:** A motion was made by Miyabi Yamamoto and seconded to approve the minutes from the previous meeting.
- **Vote:** The motion passed unanimously, with an abstention from Teale Smith, who was absent from the previous meeting.

Major Discussion Points

1. Health and Human Services (HHS) Presentation

Maggie McLoughlin provided an overview of the HHS Department, specifically focusing on homelessness in Portland.

- **System Overview**
- **Scale of the Issue**
- **Inflow vs. Outflow**
- **Transformational Funding**
- **CDBG Importance**

2. Review of CDBG Priority Activities & Goals

Cameron introduced the agenda to review the 57 priority activities under the four main CDBG goals and discussed the average scores generated from the committee's homework.

- **Debate on Process:** Several committee members expressed concern about getting bogged down in scoring 57 specific activities without first defining the overarching goals.
- **Aligning Activities with Goals:** Members suggested that the committee should first reach a consensus on what they ultimately want to achieve within the four primary goals

to ensure the chosen activities are truly transformative.

- **The Four CDBG Goals:** Mary Davis clarified the four established local goals:
 1. *Neighborhood Investment and Infrastructure:* Create strong, safe, accessible, and vibrant neighborhoods.
 2. *Housing Availability:* Increase housing availability and affordability.
 3. *Economic Opportunity:* Create economic opportunities to transition people out of poverty.
 4. *Addressing Homelessness:* Prevent and reduce homelessness.
- **Flexibility and Reporting:** The priority activities correspond to HUD's strict reporting categories, the task force has full authority to adjust the local goal language, application scoring, and how activities are prioritized.

Next Steps

- **Goal Review:** HCD staff will provide the committee with their suggested language updates to the four main goals.
- **Next Meeting Focus:** The next meeting will focus on reviewing the overarching goals and determining which activities best align with and meet those goals.

NEED	GOAL	PRIORITY IMPACT LEVEL
<p>Neighborhood Investment & Infrastructure:</p> <p><i>Description:</i> 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.</p> <p><i>Basis for Relative priority:</i> 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.</p> <p>Resource: City of Portland 2019 & 2020 City Council Common Goals. and the 2030 City of Portland Comprehensive Plan</p>	<p>Create strong, safe, accessible and vibrant neighborhoods:</p> <p><i>Description:</i> 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.</p> <p>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.</p>	<p>Including but not limited to (in alphabetical order, not in order of priority):</p> <p>HIGH PRIORITY</p> <ul style="list-style-type: none"> ● Accessibility/ADA compliance ● Alternative modes of transportation ● Community policing ● Park and Recreation Facilities ● Public infrastructure in targeted neighborhoods <p>PRIORITY</p> <ul style="list-style-type: none"> ● Community centers and engagement programs ● Disability Services ● Non-profit rehab ● Public infrastructure outside of targeted neighborhood ● Senior Services ● Tree planting

NEED	GOAL	PRIORITY IMPACT LEVEL
<p>Housing Availability:</p> <p><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.</p> <p><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.</p> <p>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.</p>	<p>Increase housing availability & affordability:</p> <p><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.</p>	<p>Including but not limited to (in alphabetical order, not in order of priority):</p> <p>HIGH PRIORITY</p> <ul style="list-style-type: none"> ● Adaptive reuse for housing ● Construction of new housing (HOME funds only) ● Housing Retention ● Housing Start up Assistance ● Rehabilitation of existing housing <p>PRIORITY</p> <ul style="list-style-type: none"> ● 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
<p>Economic Opportunity:</p> <p><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.</p> <p><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.</p> <p>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></p>	<p>Create economic opportunities to transition people out of poverty:</p> <p><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.</p>	<p>Including but not limited to (in alphabetical order, not in order of priority):</p> <p>HIGH PRIORITY</p> <ul style="list-style-type: none"> ● Career advancement services <ul style="list-style-type: none"> ● Education ● Job training ● GED attainment ● ESL ● Job Creation ● Job retention support services <ul style="list-style-type: none"> ● Childcare vouchers ● Housing counseling ● Transportation assistance ● Microenterprise Assistance

NEED	GOAL	PRIORITY IMPACT LEVEL
<p>Address the Needs for Growing Homeless Population:</p> <p><i>Description:</i> 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.</p> <p><i>Basis for Relative priority:</i> 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</p>	<p>Prevent and Reduce Homelessness:</p> <p><i>Description:</i> 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.</p>	<p>Including but not limited to (in alphabetical order, not in order of priority):</p> <p>HIGH PRIORITY</p> <ul style="list-style-type: none"> ● Behavioral Health Services ● Emergency services to prevent homelessness ● Food Assistance ● Housing and Housing Services for long-term shelter consumers ● Housing Startup Services ● Shelter services <p>PRIORITY</p> <ul style="list-style-type: none"> ● At risk youth services

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