City of Portland
CDBG Priority Setting Task Force: Meeting 8

Wednesday, July 29, 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 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 (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

Join from PC, Mac, iPad, or Android:
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Passcode:460875

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+13017158592,,84398845920# US (Washington DC)

Join via audio:
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+1 312 626 6799 US (Chicago)
+1 929 205 6099 US (New York)
Webinar ID: 843 9884 5920
International numbers available: https://portlandmaine-gov.zoom.us/u/kb2QvOXTUl

1. Introductions and Roll Call
2. Review and Accept Minutes of CDBG Priority Setting Task Force meeting held July 15th, 2026

   a. July 15 Meeting Minutes
3. Process Overview
4. Final Report Overview
   a. 2021 CDBG Priority Setting Task Force Report
5. Roux Report Scoring Analysis
   a. Roux Institute Portland Community Needs Report
6. Scoring Value Assignment
7. Next Meeting: August 12, 2026 via Zoom

CDBG Task Force Meeting Minutes

CDBG PSTF Meeting 7
July 15, 2026

Attendees

- Abbie Yamamoto
- Gwendolyne Tuttle-Beaudoin
- Teale Smith
- Carly Lappas
- Jill Johanning
- Christina Bowman
- Stephanie Miller
- Colleen Cooper
- Barbara Ginley
- Tae Chong (Chair)
- Kristen Dunphey (Co-Chair)

City of Portland Staff

- Mary Davis HCD Division Director
- Laken Chapin - CDBG Program Manager
- Cameron George - Compliance Officer

Major Discussion Points

Opening: The meeting began with a moment of silence for Johann Sebastian Guerrero, followed by reflections on supporting frontline workers and relevant organizations.

Collaboration and Strategic Partnerships: The committee discussed naming the collaboration category, leaning toward "Strategic Partnerships." They debated the necessity of Memorandums of Understanding (MOUs), with many agreeing that requiring formal MOUs places an undue burden on smaller micro-organizations and that narrative explanations of ecosystem awareness and established opportunities should suffice.

Capacity to Deliver - Financial Need: The group discussed the distinction between expectations for new versus returning applicants, agreeing that all applicants must provide clear and sufficient evidence that CDBG funding is necessary.

Capacity to Deliver - Leveraged Funds: A significant discussion occurred regarding "pending" versus "committed" funds. Reviewers noted the challenge smaller nonprofits face in securing committed funds compared to larger organizations. The committee clarified that CDBG funds should complement, not supplant, existing funds.

Capacity to Deliver - Financial Stability: The committee agreed to simplify the definition, removing a long list of required documents (like audits and nonprofit status proofs) from the definition itself, as staff already reviews these during the application process. They focused the definition on "sound financial management and organizational sustainability."

Capacity to Deliver - Experience Providing Services: The group refined the definition to ensure it didn't exclude new applicants or programs, simplifying the language to avoid overly complex requirements and ensuring it covers both capital and "project services".

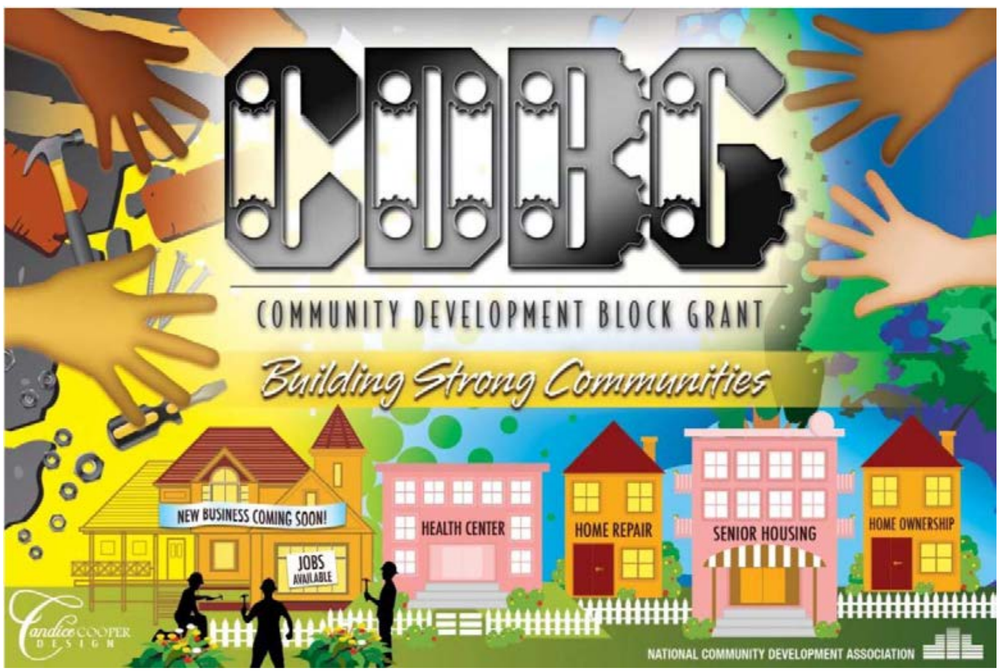
Capacity to Deliver - Readiness to Proceed: The discussion highlighted the strict July-to-June fiscal year timeline for social services, requiring applicants to hit the ground running. For construction projects, applicants should demonstrate readiness by having their experts or project managers lined up.

Next Steps and Scoring: The committee requested that staff (Cameron) provide a recorded walkthrough of the scoring spreadsheets and a blank application example for the next meeting to help reviewers better understand how to map the 1-10 point scoring scale to the application questions.

Actions Taken

- **Approval of Minutes:** A motion to approve the previous meeting's minutes passed unanimously.
- **Financial Need Definition:** A motion by Teale Smith to accept the revised staff recommendation for the "Financial Need" definition passed (9 in favor, 1 abstention by Barbara Ginley).
- **Leveraged Funds Definition:** A motion by Stephanie Miller to approve the updated "Leveraged Funds" definition passed (9 in favor, 1 abstention by Jill Johanning).
- **Financial Stability Definition:** A motion by Miyabi Yamamoto to approve the simplified "Financial Stability" definition passed unanimously.
- **Experience Providing Services Definition:** A motion by Stephanie Miller to approve the definition, as amended by Carly Lappas to include "project services," passed unanimously.
- **Readiness to Proceed Definition:** A motion by Teale Smith to accept the simplified "Readiness to Proceed" definition passed unanimously.
- **Adjournment:** A motion to adjourn the meeting passed unanimously.

2020 CDBG PRIORTIY SETTING TASK FORCE REPORT



Updated August 2021

2020 CDBG PRIORITY TASK FORCE REPORT

PARTICIPANTS
Adam Cohen
Andrew Ouellette
Ashish Shrestha
Ben Strick
Brad Hanscom
Chase Hewitt
Don Harden
Grace Braley
Jim Hall (Chair)
Julia Sheridan
Lucas Blom
Mark Adelson (Chair)
Matt Dubel
Sam Heck

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.

<u>COVID-19 and Portland's response to the ongoing health crisis</u>:
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.

<u>New Homeless Service Center</u>:
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

<table>
<tr><th>NEED</th><th>GOAL</th><th>PRIORITY IMPACT LEVEL</th></tr>
<tr>
<td>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</td>
<td>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.</td>
<td>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</td>
</tr>
</table>

UPDATED 9.21.2020

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: *2030 Workforce Housing Demand Study* *2019 City of Portland Housing Committee, Interim Housing Report* 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

UPDATED 9.21.2020

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: *Portland Economic Development Vision and Plan* Portland Community Chamber of Commerce*: Portland's Economic Scorecard 2014-2015* Muskie School of Public Service: *The State of Infant Pre-K Childcare in Portland, Maine 2015* *GPCOG 2014-2018 Economic Development Action Plan*	**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 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
    - Passed 14-0, 1 abstained
- Motion to keep the Community Policing $150,000 set-aside
    - 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.
    - Passed 12-1, 1 abstained
- Motion to keep the Construction and Development Application minimum request at $10,000
    - 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
    - Passed 14-0, 1 abstained
- Motion to reduce the City funding cap in social services from 45% to 40%
    - Passed 9-0, 1 abstained
- Motion to keep penalty points as is
    - Passed 13-0
- Motion to move park and recreation activities to high priority category and keep all other neighborhood investment and infrastructure the same
    - Passed 10-0
- Motion to remove historic preservation from priority activities list
    - 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.
    - Passed 11-0
- Motion to remove façade improvements from priority activities
    - Passed 7-4
- Motion to remove financial stability services from priority activities
    - Passed 10-1
- Motion to move job creation from high priority to priority activity
    - Passed 6-5
- Motion to move microenterprise assistance from high priority to priority activity
    - Passed 8-3
- Motion to allocate 0 points to non-priority activities, 2 points to priority activities, and 5 points to high priority activities.
    - 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
    - Passed 13-0
- Motion to make ‘housing start up services’ a high priority activity
    - Passed 13-0
- Motion to change food assistance from high priority to priority activity
    - Passed 13-0
- Motion to allocate category points in both Social services and Development as follows:

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

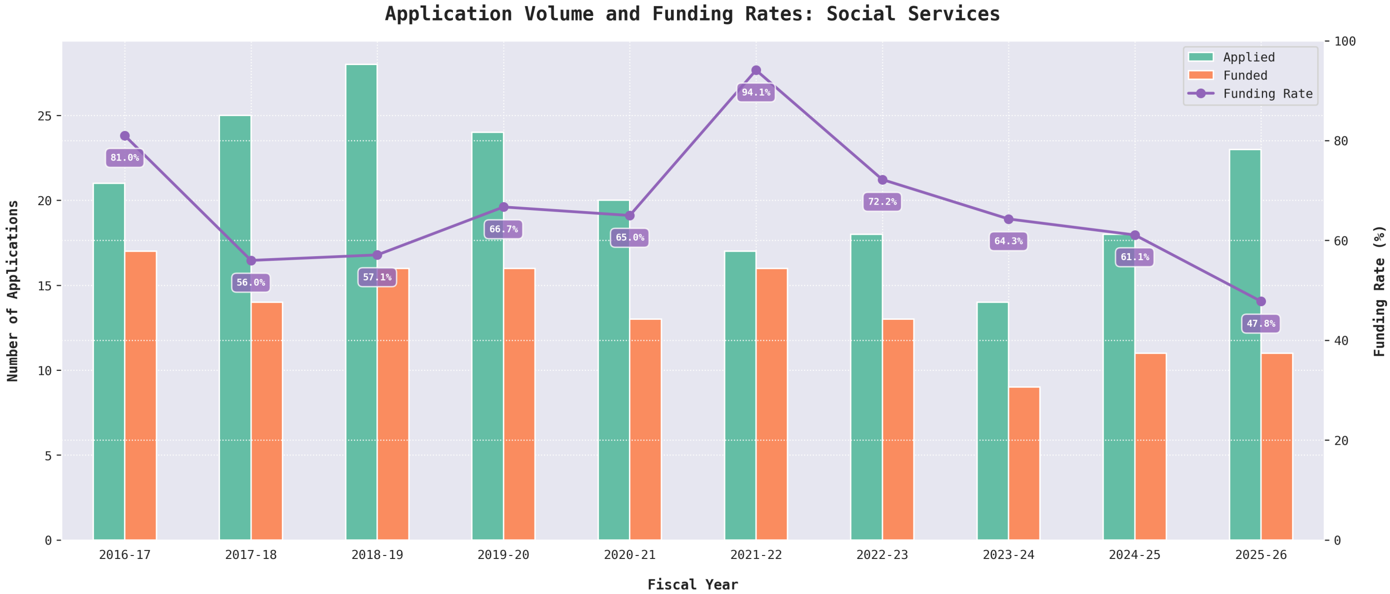

*Figure 1: **Social Services** applications ranged from **14** to **28** annually, with funding rates generally exceeding **60%**.*

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

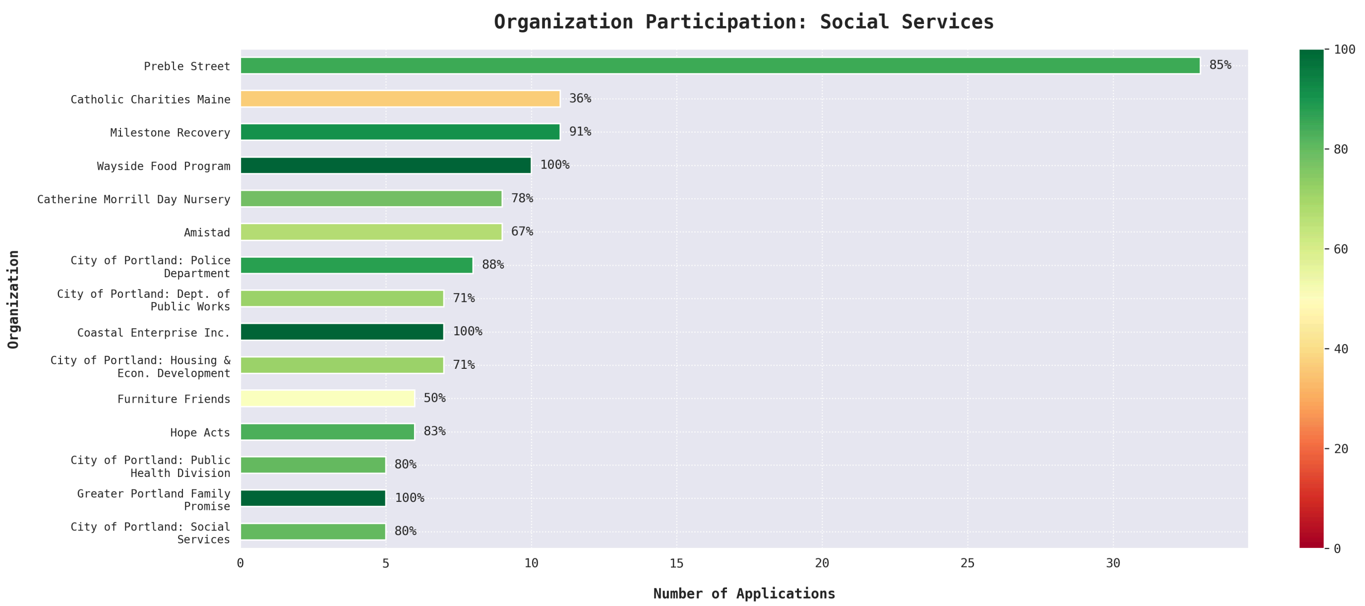

*Figure 3: **Preble Street** leads with **33** applications and an **85%** funding rate, followed by **Milestone Recovery** with **11** applications.*

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.

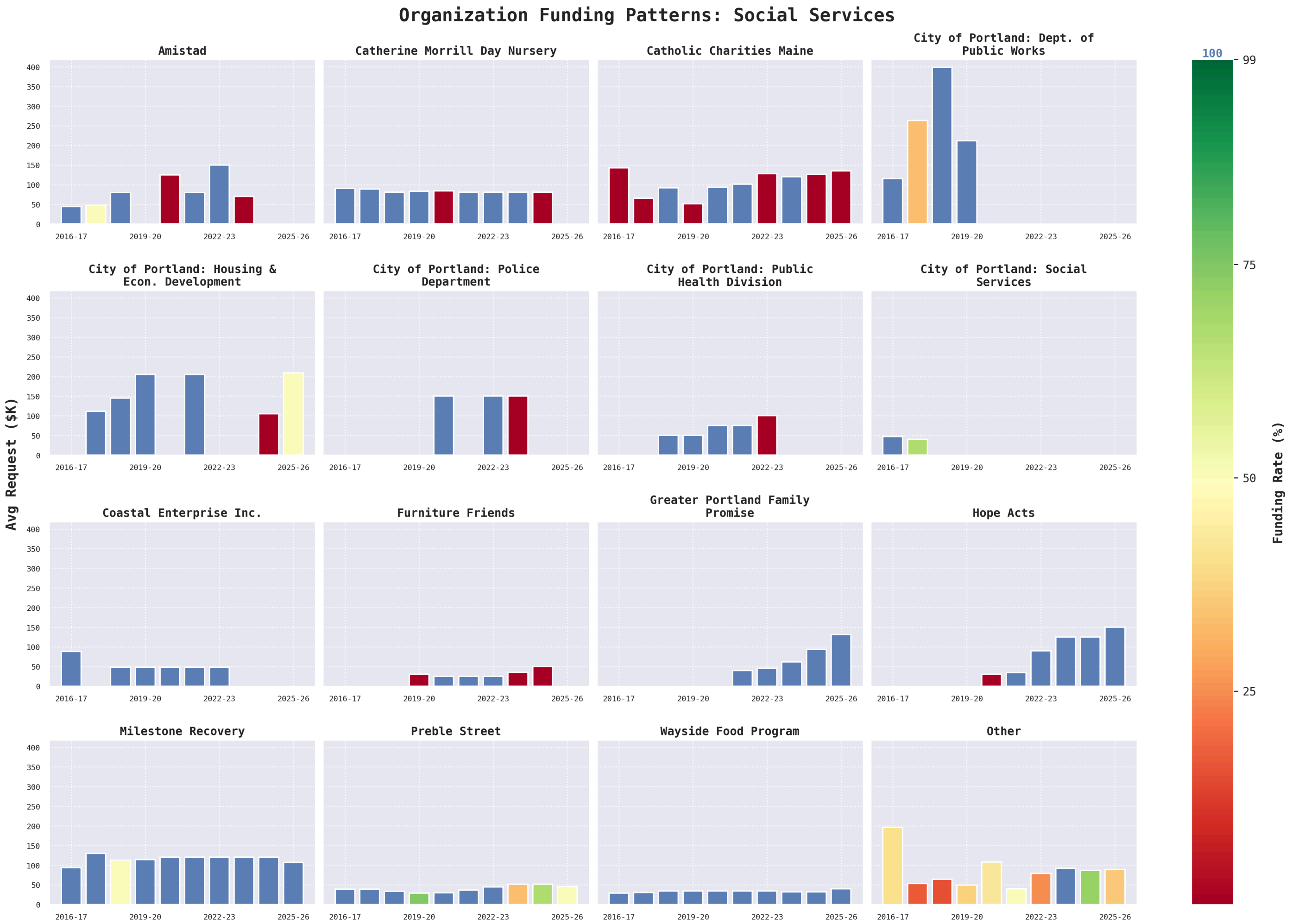

Figure 3b: Request sizes and funding success varied substantially across organizations and years, with bar colors indicating funding rate (red for unfunded, orange for low partial, yellow for partial, green for high, and blue for full funding).

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

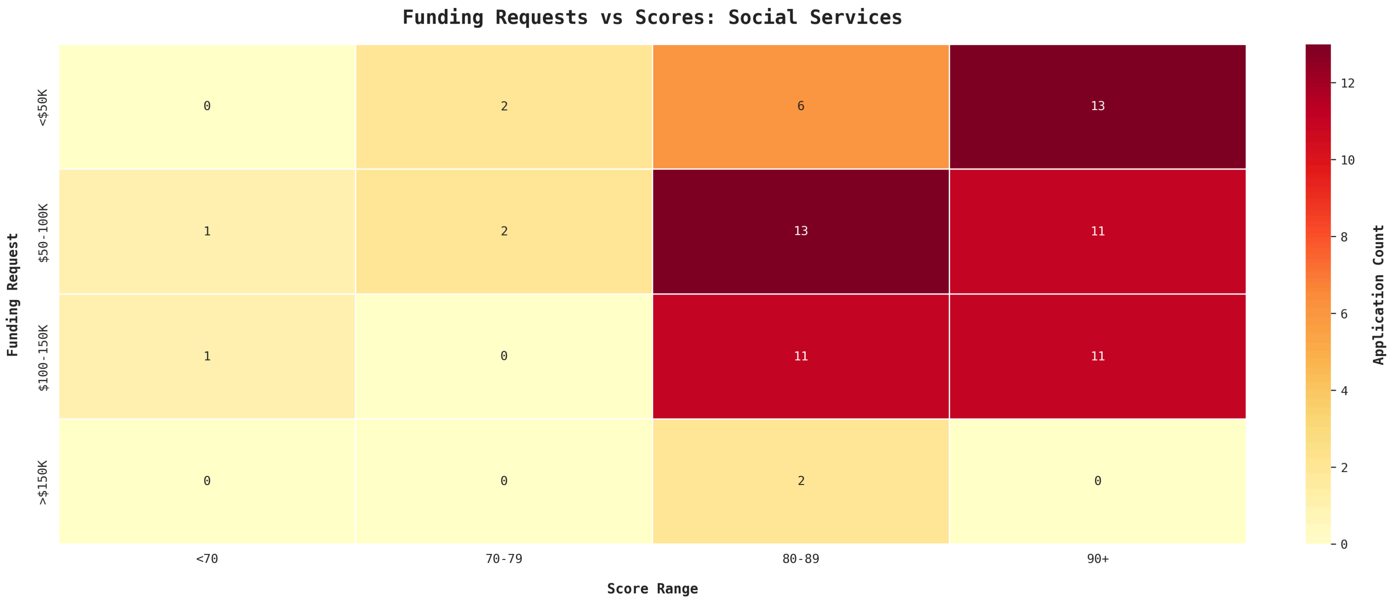

*Figure 4: Most **Social Services** applications request under **$150K**, with concentrations in higher score ranges.*

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

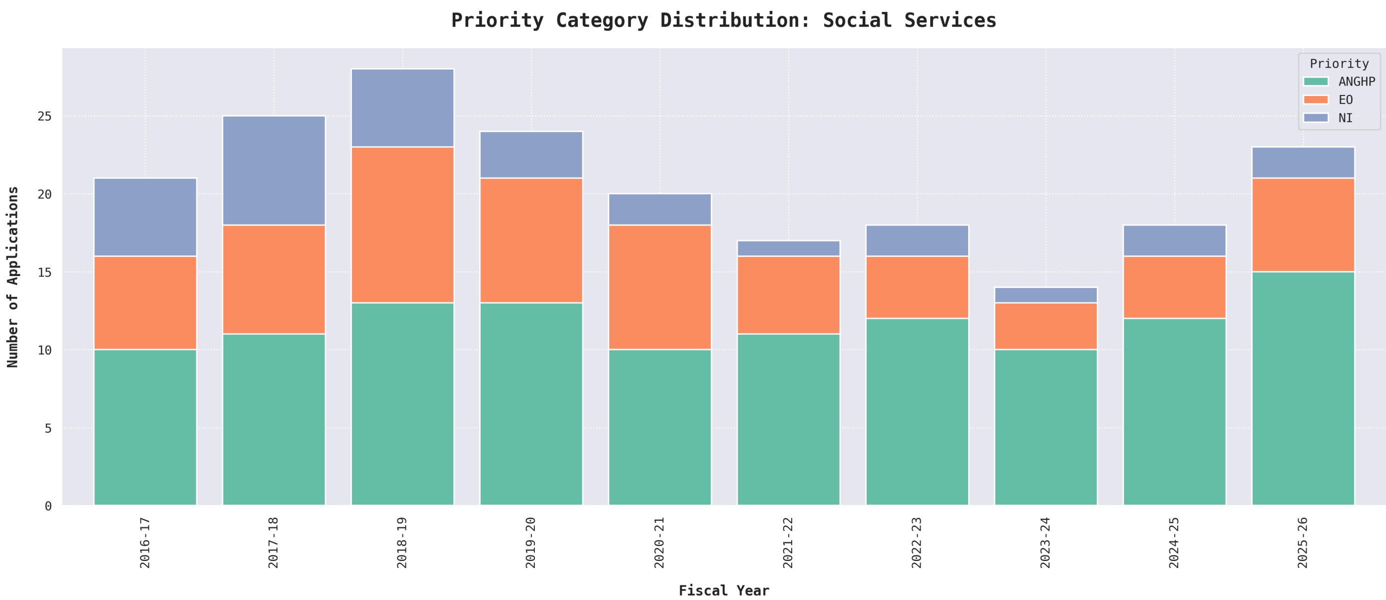

*Figure 5: **ANGHP** dominates **Social Services** priorities, accounting for **67.1%** of recent applications.*

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

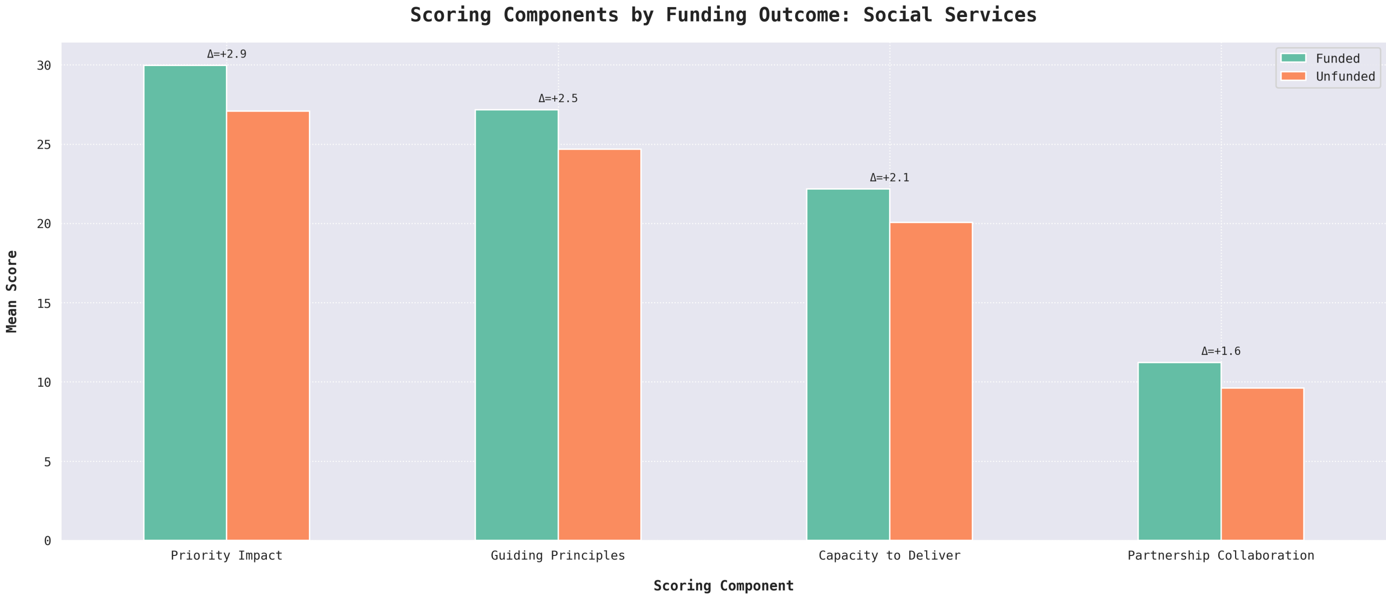

*Figure 6: Mean component scores reveal which evaluation dimensions best differentiate **funded** from **unfunded** applications.*

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

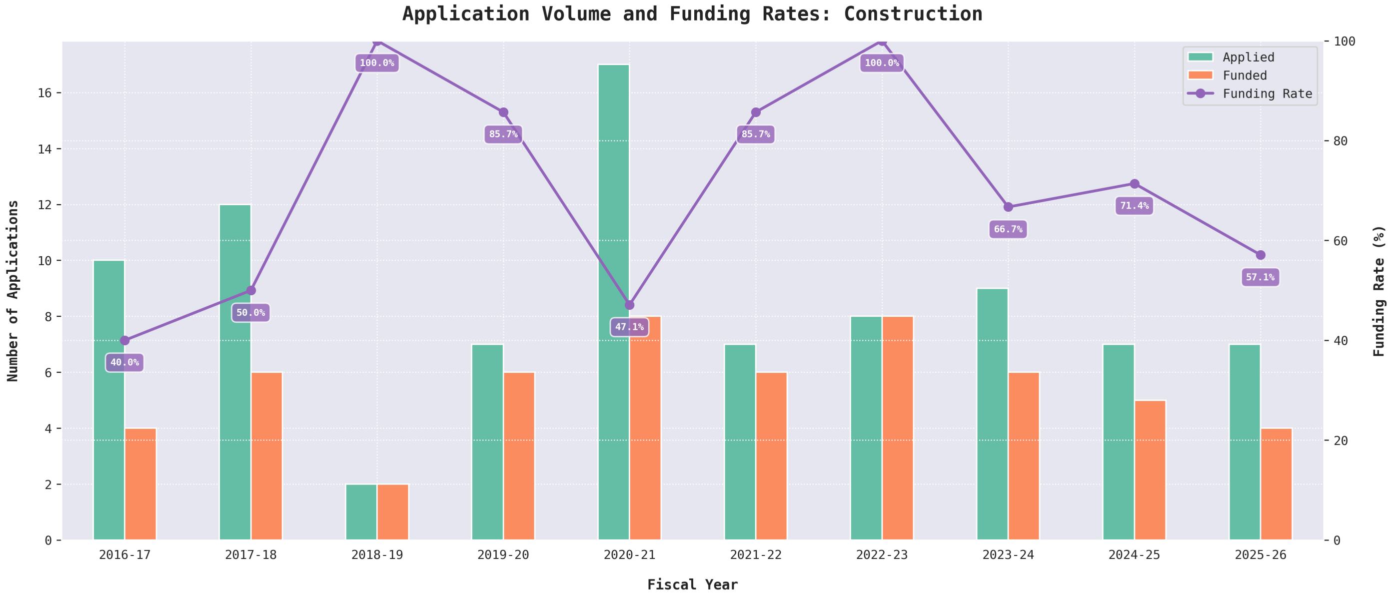

*Figure 1: **Construction** applications maintained relatively stable volume, with **7-8** applications annually in recent years.*

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

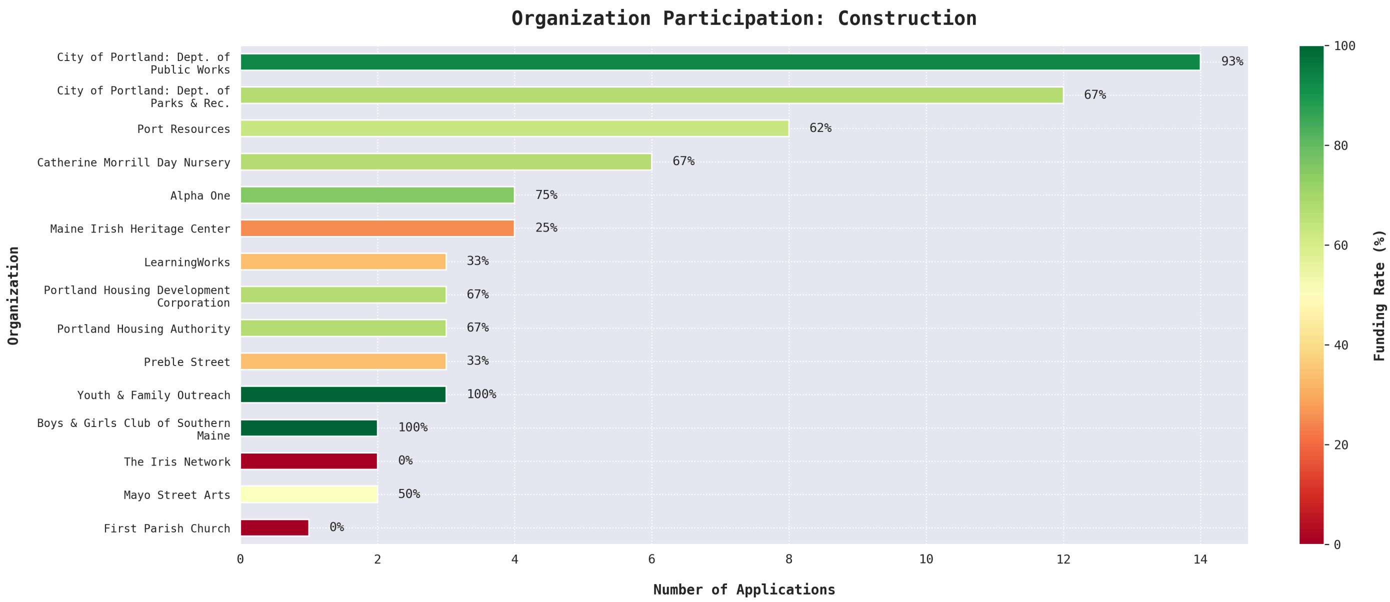

*Figure 3: **City departments** dominate **Construction** applications, with **Public Works** leading at **14** submissions.*

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.

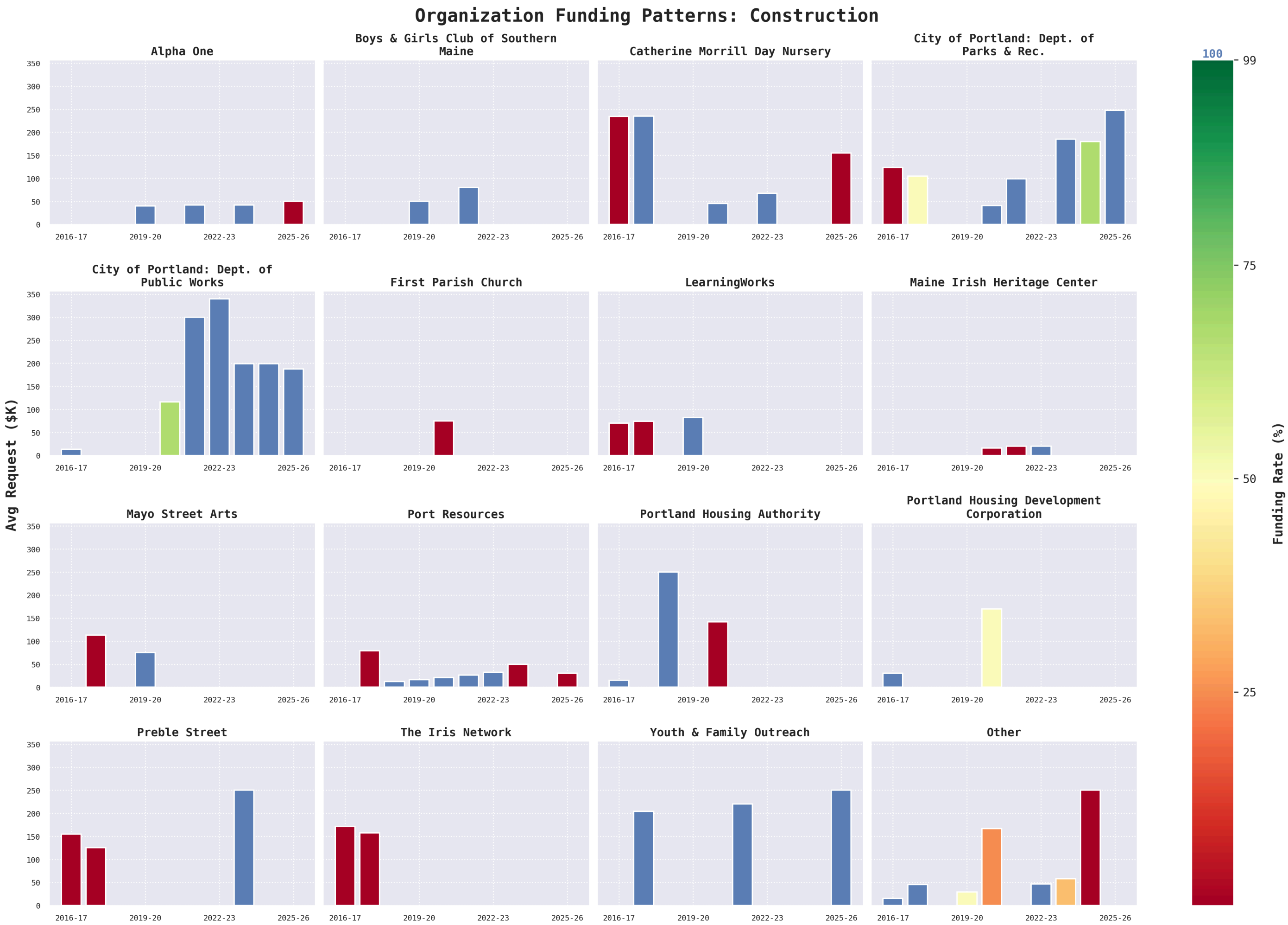

Figure 3b: Request sizes and funding success varied substantially across organizations and years, with bar colors indicating funding rate (red for unfunded, orange for low partial, yellow for partial, green for high, and blue for full funding).

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

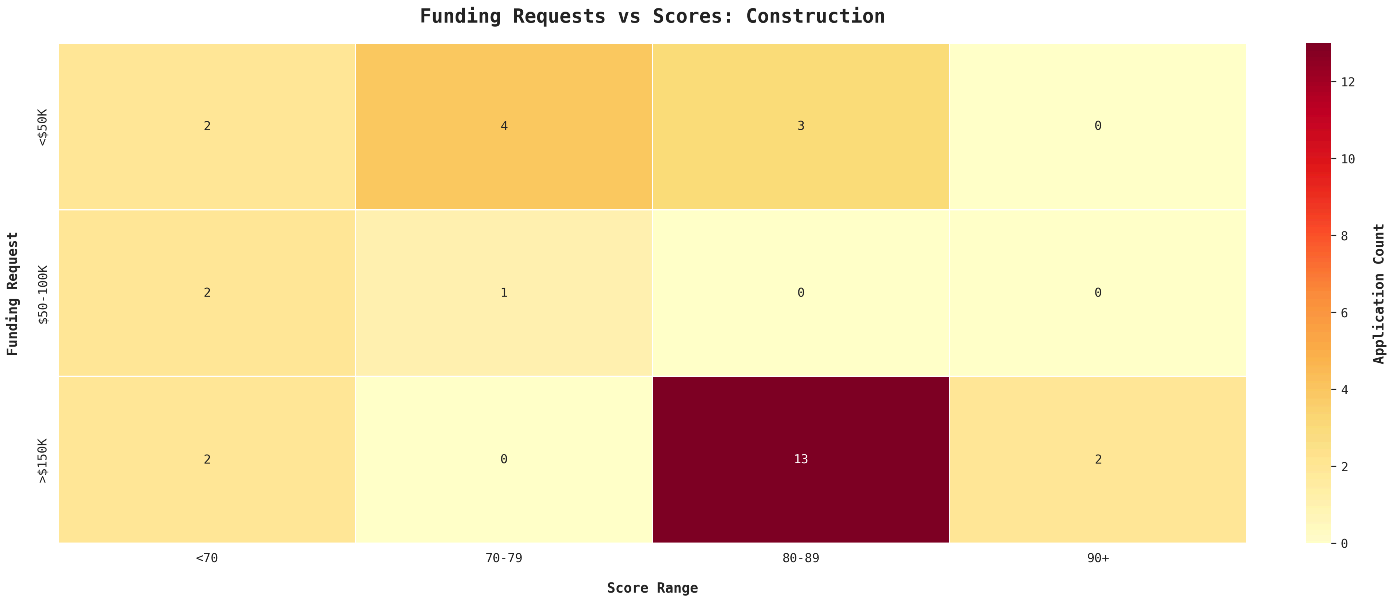

*Figure 4: **Construction** requests skew larger, with concentrations in the **$150K+** range.*

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.

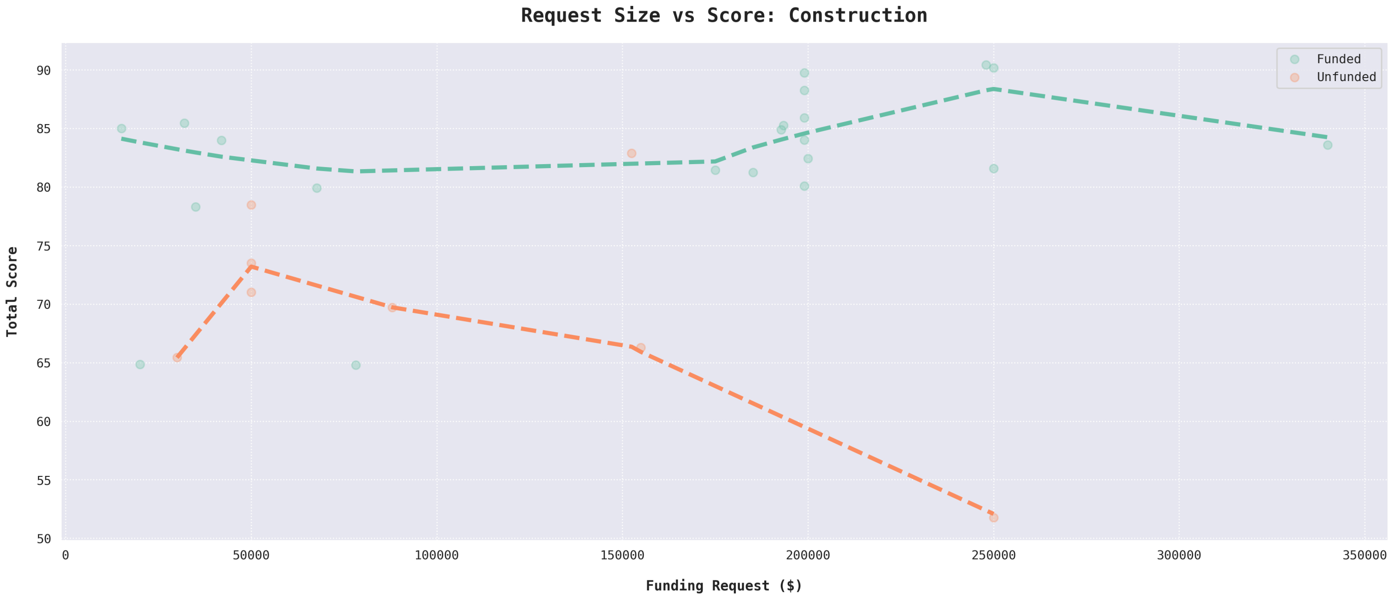

*Figure 4b: **Funded** and **unfunded** **Construction** applications separate clearly by score, with a **12.5**-point gap between group means.*

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

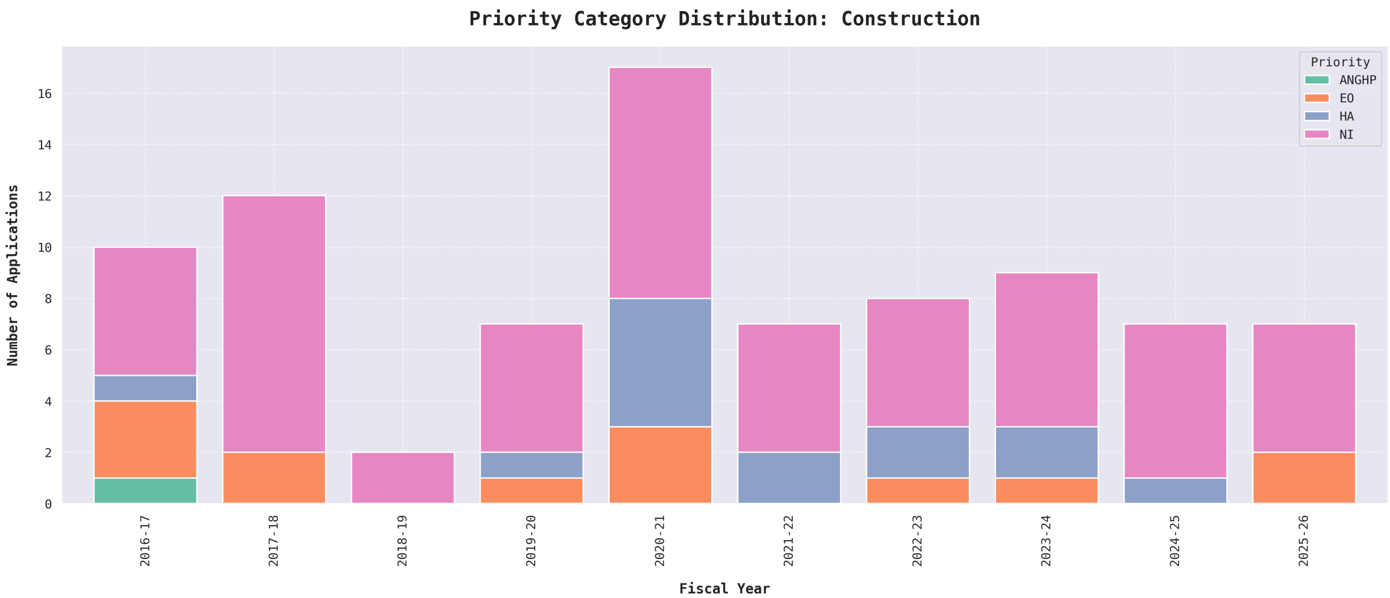

*Figure 5: **Neighborhood Investment** dominates **Construction**, with **71.0%** of recent applications.*

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

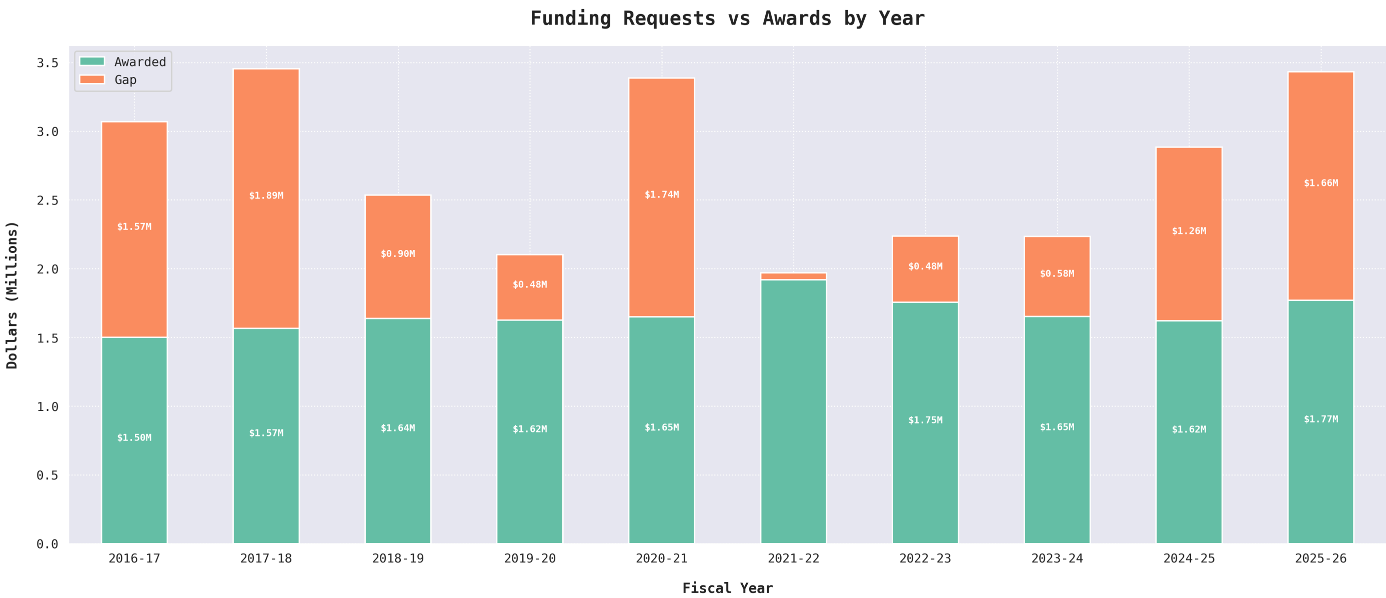

*Figure 7a: The cumulative gap between funding requests and awards totals **$10.6M** over the decade, documenting persistent unmet community need.*

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.

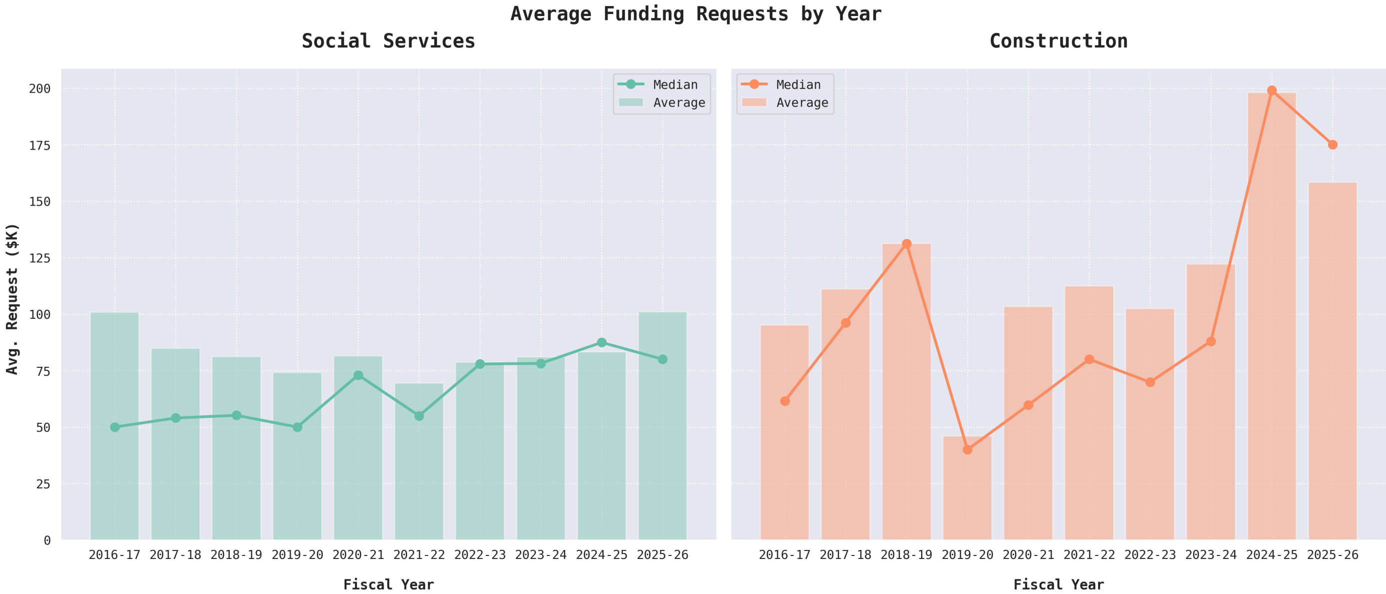

*Figure 7b: **Social Services** request sizes remained flat over the decade (+0.2%), whereas **Construction** requests grew substantially (+66.5%).*

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

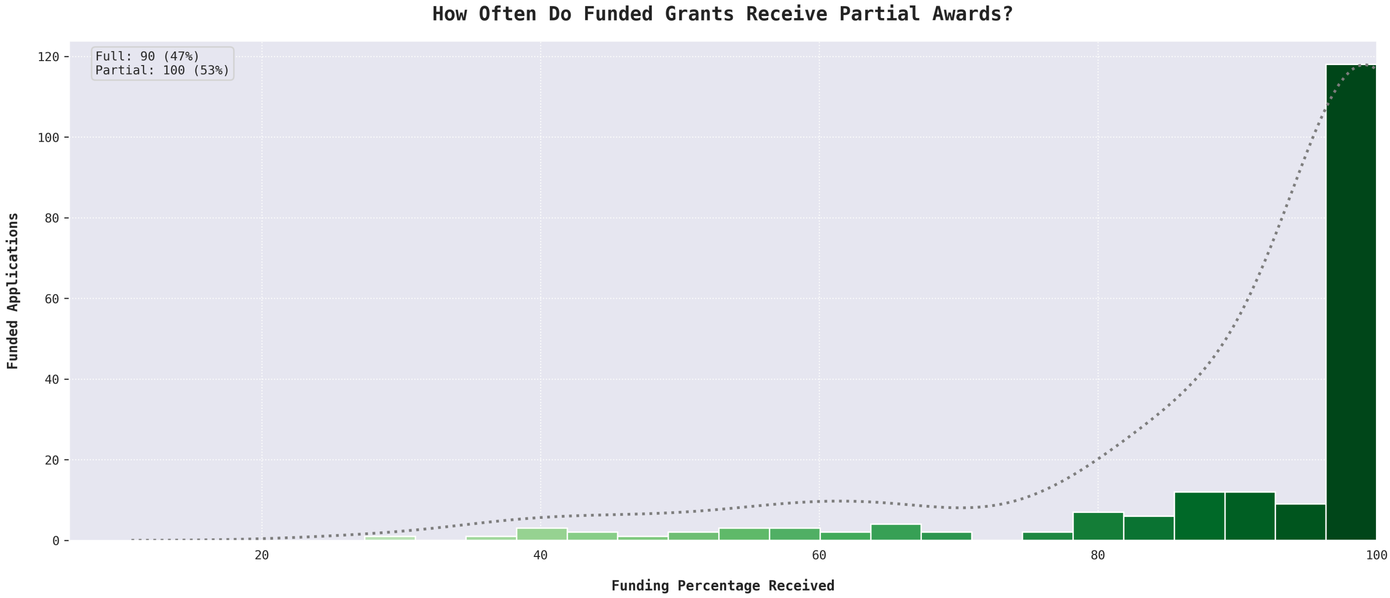

Figure 8: Approximately half of ***funded*** *applications receive full awards, while the remainder face systematic proration.*

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

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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.