

**First Priority**

Note: Priorities are only to give a general indication of such since all can't be equal.

**1. Area: ONI**

**Problems:** ONI is ineffective

**Changes:** a central citywide organization of neighborhoods organized as a non-profit. Funding for this organization in the range of several millions of dollars.

**2. Area: Neighborhoods**

**Problems:** Neighborhoods lack effectiveness and adequate political influence to carry out their agendas. The Mayor and City Commissioners fail in their responsibilities to neighborhood associations in many of the bad decisions they have made collectively over the past year or two.

**Changes:** form a central citywide organization of neighborhoods organized as a non-profit; adequate funding for neighborhood association; neighborhoods physically organized effectively (see neighborhood unit plan), neighborhood sub-units organized based on block organizations, all neighborhoods organized as independent tax exempt non-profit, decentralize city decision making to the greatest extent possible. Elect a new mayor and commission members that will understand neighborhood values and act to improve neighborhood livability in ways that are meaningful to neighborhood activists.

**3. Area: All**

**Problems:** Lack of time to speak at meetings so that things can be understood and worked through in a reasonable an appropriate manner. Better decisions will result that please as many interests as possible and it will be the best for the City.

**Changes:** More meetings, more time to speak at meetings, longer time frames for controversial issues. Decentralize decision making to the neighborhood level whenever possible. More systems of accountability built into everything.

**4. Area: All**

**Problems:** The City Commission form of government does not effectively serve the City of Portland.

**Changes:** Change the charter either through the referendum process or with a charter review process. Create a Council Manager form of government with councilor elected by districts and the council responsible for all actions management of everything and many checks and balances so that the public will participate in every facet of City government. (see additional information)

**5. Area: Public Involvement**

**Problems:** A lack of adequate public involvement.

**Changes:** Support and improve the results of the Public Involvement Task Force as presented from the sub-committees to the full Task Force for approval.

**6. Area: Neighborhoods**

**Problems:** Neighborhoods remain as almost unknown and unappreciated organizations within the City because of their controversial nature, their lack of support, their lack of respect, and their low profile.

**Changes:** Develop a marketing program for neighborhood associations. Regularly produce products ie: tee-shirts, coffee mugs, carrying bags, bumper stickers, decals, etc. with the neighborhood identifying logos and emblems with wide distribution at low cost. Create large events that attract lots of people ie: Neighborfair, Street Fairs, Cathedral Park Festival, etc. Participate in the Rose Festival Parades with floats and marchers. Co-sponsor with other organizations a wide variety of events and programs. Make (?) the detractors of neighborhood association (like City Council and the business community) stop their negative remarks and behaviors.

**7. Area: All**

**Problems:** Fear of change while imposing change on others.

**Changes:** Faith, trust, understanding, empathy, education, goodwill, and the transparency of neighborhood associations, government, and business.

**8. Area: Neighborhoods & Coalitions**

**Problems:** Too many issues on too many subjects equals ineffectiveness, burnout, and failure.

**Changes:** Give control and resources to neighborhood associations

**9. Area: ONI**

**Problems:** The funding goes to the coalitions and this makes it almost impossible for any individual neighborhood association to get what it needs (staff time and \$) from the coalition.

**Changes:** Fund neighborhood associations directly. Reduce the size of the coalitions. Increase funding. Improve coalition board dynamics. Reduce the power of staff in the role of determination of what coalitions do.

**10. Area: Neighborhoods**

**Problems:** Neighborhood association volunteers have very limited time available for their work. Few people are willing or able to put up with the work load, abuse, and failure over a sustained period of years.

**Changes:** Honor the work of neighborhood activists with success and respect.

**11. Area: All**

**Problems:** Lack of public funding.

**Changes:** Support progressive tax reform. Increase revenue. Cut waste, fraud, and abuse.

**12. Area: Neighborhoods**

**Problems:** The greater good of the City takes priority over neighborhood self-determination

**Changes:** give neighborhood associations control over their geographic area

**13. Area: SEUL District Coalition**

**Problems:** SE Uplift is too big. It is nearly twice the size of the other coalitions average size.

**Changes:** Either split SE Uplift into two coalitions or consolidate the other six coalitions into three such that the remaining four would all be of approximately equal size.

**14. Area: All**

**Problems:** negative stereotyping of neighborhood association activists.

**Changes:** Culture change of business, government, and the public. Positive information about neighborhood associations shared widely and in the media.

**15. Area: Coalitions / ONI**

**Problems:** Lack of accountability

**Changes:** If they were accountable and of value residents would contribute money and other resources to keep things going and expand the good work.

**16. Area: Neighborhoods**

**Problems:** Neighborhoods deal with and provide service to all local governments and businesses and don't get support except through the City of Portland.

**Changes:** Find ways that the entire community can directly improve the resource development situation for neighborhoods.

**17. Area: Coalitions / Neighborhoods**

**Problems:** Lack of effective planning and implementation of plans.

**Changes:** Better training. More resources. More review and evaluation. Build into structure of organizations.

## Second Priority

### **18. Area:** Neighborhoods

**Problems:** Many neighborhoods and neighborhood leaders don't have direct access to City Commissioners. Or if it is available they are not aware of their options or they don't take advantage of it.

**Changes:** Make it clear to all neighborhood association board members each year their options with contact to City Commissioners. Have City Commissioners attend more neighborhood association meetings. Hold City Council meetings in the evening once or twice a month. Update all neighborhood leaders with updated current info about the Commissioners staff, their bureau assignments, and best methods of contact.

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### **19. Area:** Coalitions

**Problems:** Coalitions vary in size and therefore are not equal. This affects funding, ability to participate, and activity in general.

**Changes:** Re-organize the coalitions so that they are generally of uniform size by population. No more than 80,000 people and no less than 60,000 people. This would mean adding to the NWNW and reducing SE Uplift in size. It also might be possible to establish SE Uplift as the desired coalition model. In this form the would be four coalitions of approximately equal size – each being about 135,000 in population. This might be done by consolidation the six small coalitions into three.

### **20. Area:** All

**Problems:** There are too many meetings and too many scheduling conflicts. It is not unusual for two meetings that I want to attend to be scheduled at the same time on the same day.

**Changes:** Develop a better scheduling system. Develop ways that people can learn the content of any meeting and express opinions without attending. Have fewer things at the citywide level and more within smaller geographic areas. Repeat the same meeting more times. Reduce the number of meetings.

### **21. Area:** Neighborhoods

**Problems:** Competition with business associations, business interests, and other organizations.

**Changes:** Better communication and understanding so that we can work together not independently. Develop outreach programs to inform businesses why we believe what we do and vice versa so that there is less friction and divisiveness.

### **22. Area:** All

**Problems:** The citizens of Portland do not have the information and skills to be effective neighborhood advocates with the City and other forums in Portland.

**Changes:** Create new and expanded training options for the public and neighborhood leaders. Develop this in association with other governments. Locate a program for this function in some outside institution like PSU or PCC.

### **23. Area:** Neighborhoods

**Problems:** Neighborhoods do not have adequate funding. They are little more than debating societies and pressure escape valve for City Council.

**Changes:** Mandate \$2.00 per capita of city income to each neighborhood with no strings attached. This might be accomplished by City ordinance or referendum.

### **24. Area:** Any & / or All.

**Problems:** The City spends millions and millions of dollars each year with almost no input or involvement by neighborhood associations.

**Changes:** Establish processes and programs to gather neighborhood budget priorities and ways to put these into the budget. Likewise establish methods for neighborhood advocates to understand and influence those budget items that are of interest to them and ways to make improvements to these items if necessary.

### **25. Area:** Neighborhoods

**Problems:** The expectations on the part of others of neighborhood associations are unrealistic. There is no possibility that neighborhoods can do what is asked of them without significantly greater resources.

**Changes:** There will be "NO UNFUNDED MANDATES" on the part of government at any level or the business community. You get what you pay for. Each neighborhood needs about 500 hours of staff time each year over which they have direct and exclusive control. Each neighborhood needs enough money or the ability to communicate with everyone living in their geographic boundaries. Neighborhoods also need the ability to carry out their own projects and programs to serve their neighbors.

### **26. Area:** Neighborhoods

**Problems:** Lack of money to make improvements in neighborhoods. The ONA Task Force of 1996 recommended the creation of a neighborhood grant program for small projects and programs. To date this has not been funded.

**Changes:** Establish a small grant program for neighborhood associations.

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### **27. Area:** Neighborhoods

**Problems:** People come into the neighborhood system, stay a few months or a few years and then leave never to return. This takes a valuable resource away from neighborhood associations.

**Changes:** Make participating in neighborhood associations easier, more fun, more rewarding, with a greater sense of accomplishment. This is part of the solution to increasing diversity and participation in general.

### **28. Area:** Coalitions

**Problems:** The mission of District-Coalitions(SE Uplift specifically) are too broad. They state they will do almost anything. This prevents the strategic implementation of focused programs to help neighborhoods become more effective.

**Changes:** Narrow the mission statements so they serve the interests of neighborhood associations and do more communication, neighborhood organizing, and training.

### **29. Area:** Neighborhoods

**Problems:** Lack of money for neighborhoods to obtain legal assistance.

**Changes:** Fund raise for this purpose. Pool the money into a centralized defense fund.

### **30. Area:** Neighborhoods

**Problems:** Business interests control local government and too often prevent neighborhoods from doing what is best for their areas.

**Changes:** Create plans in a collective public process that everyone can agree to and proceed to implement them with little change.

### **31. Area:** ONI

**Problems:** ONI has no ability to do anything.

**Changes:** Give ONI power and the ability to use it in a responsible way that is in the best interests of everyone.

### **32. Area:** Coalitions / Neighborhoods

**Problems:** Many people in the coalitions do not understand the neighborhoods and vice-versa. Lack of ability to work together effectively.

**Changes:** More training, more staff time to work with neighborhood associations, and volunteers act more responsibly.

### Third Priority

#### **33. Area:** Neighborhoods

**Problems:** Neighborhoods are criticized because they are not representative and do not have the full diversity within their geographic area represented in their organization.

**Changes:** The City does not support neighborhood associations enough to do this. They need to put up or shut up and stop criticizing neighborhood associations. The City needs follow their own mandates.

#### **34. Area:** Public Involvement

**Problems:** City commissions, advisory committees, and other City appointed groups don't represent the broad characteristics of the Portland Community or the neighborhoods. Too often these are the well know elite of Portland insiders that simply rubber stamp those proposals made by others. Often the committees do not have the ability to influence the Council. There is little patience for new and unique or different ideas that have merit.

**Changes:** Make improvements to all aspects of composing and carrying out the functions of committees and commissions.

#### **35. Area:** Neighborhoods & Coalitions

**Problems:** Communications could be significantly improved.

**Changes:** Have a more standardized newsletter and newspaper system that all neighborhoods can take advantage of. Every neighborhood needs a newsletter and access to part of the coalition newsletter. Better relationships and access to the professional news media especially TV. Better use of Portland Cable Access. Better use of the electronic computer media.

#### **36. Area:** Neighborhoods

**Problems:** What is the ideal neighborhood physically and socially. If the ideal were understood perhaps it would be possible to make structural changes that would improve various aspects of many neighborhoods.

**Changes:** Form a committee that would meet regularly for a year or so to study neighborhoods. Work with various educational institutions in doing this.

#### **37. Area:** Neighborhoods

**Problems:** Community Policing has never been implemented to anywhere near the level expected by those who were advocating for it.

**Changes:** Add the necessary staff to the police bureau (not necessarily police officers) and the crime prevention staff to fully implement community policing. Organize citizen trainings and outreach programs so that the public will be a full partner in this. Devote much more commitment to organizing block watches in every neighborhood and tie these people into the neighborhood association structure.

#### **38. Area:** Neighborhoods & Coalitions

**Problems:** The Comprehensive Plan for the City of Portland was adopted over twenty years ago and it is not working for neighborhoods. Too many things have not been implemented, not done, and in several cases allowed to get worse.

**Changes:** Renew the Comprehensive Planning process. Do District plans for all those parts of the city that do not have them. Do neighborhood plans for every neighborhood and update them every ten years. Tie the action items in the plan to the city budget, capital improvement program, or other appropriate methodology for implementation.

#### **39. Area:** Neighborhoods

**Problems:** Portland Public Schools expect to vacate one school each year for the next ten years.

**Changes:** Have the City and /or the County acquire each of these school and through a public process and find appropriate uses that will support the surrounding neighborhood.

#### **40. Area:** Neighborhoods (& coalitions)

**Problems:** There are many resources in each neighborhood. For whatever reason to often neighborhood associations remain separate and isolated from these resources and organizations.

**Changes:** Additional resources, time, money, and volunteer effort will be required to establish relationships and work to build on-going collective actions. These include: businesses, schools, churches, and other community organizations along with all levels of government. It will take goal identification, training, and technical support this activity.

#### **41. Area:** Neighborhoods

**Problems:** OLCC is out of control and does not reflect neighborhood interests.

**Changes:** Change the OLCC rules to support neighborhood interests.

#### **42. Area:** Neighborhoods

**Problems:** Neighborhoods are generally conservative organizations that are resistant to change and often do not want to understand new proposals. This results in their NIMBY attitudes and reactionary position.

**Changes:** Time and information has to be available for all those interested to understand and accept those things that may change the status quo in each neighborhood. This will require more resources and patience on the part of those that desire change. There also needs to be better ways to work out disagreements among parties.

#### **43. Area:** Neighborhoods

**Problems:** The homeless situation is getting worse everywhere.

**Changes:** Put homeless people into vacant apartments, homes, and buildings. Obtain jobs for them so they can afford housing. Create more inexpensive housing options and subsidized housing programs.

#### **44. Area:** Coalitions / Neighborhoods

**Problems:** Lack of recognition for volunteer / staff effort.

**Changes:** An awards dinner once a year that is also a fund raising event. Some meaningful way to really thank people. Ways to advance people with talent and skills. Reward people with success.

#### **45. Area:** Coalitions / ONI

**Problems:** Lack of information and communication

**Changes:** Do a really great web-site. There are lots of good examples.

#### **46. Area:** ONI

**Problems:** Lack of training

**Changes:** An annual leadership conference. Classes repeated periodically. One the job training. Self paced learning. Video tapes. PCA.

#### **47. Area:** Coalitions / Neighborhoods

**Problems:** There is a disconnect between volunteers and staff. They work different hours. The staff work is concentrated and the volunteer work is sporadic. There can be age, gender, and ethnic differences between the two that impede communication, not to mention differences of opinion.

**Changes:** Create better understanding and communications. Build shared values. Develop consensus work plans that can be implemented. Keep commitments. Don't promise more than can be delivered. Use time and resources wisely.

#### **48. Area:** All

**Problems:** Too much stress; too much negative reaction; too much ill will; too much failure.

**Changes:** Create more balance among people and organizations. Provide opportunities for open communication. People need to have more FUN. Include: music, food, stories, sharing, positive interactions in a variety of venues that neighborhood associations are recognized and rewarded for.