City of Portland - Office of Neighborhood Involvement (ONI) Bureau/Budget Advisory Committee (BAC) Summary Notes September 9, 2013

In Attendance:

Sylvia Bogert (SWNI), Nicole Brown (CIO), April Burris (Community Member), Lee Po Cha (IRCO), Jose Chen (Portland State Univ), Betsy Coddington (RNW), Shoshana Cohen (NECN), Anjala Ehelebe (Woodlawn NA), Crystal Elinski (community member, Community Connect), LaKeitha Elliott (Urban League), Leslie Foren (Elders in Action), Donita Fry (NAYA, Portland Youth and Elders Council), Greg Greenway (community member, PIAC), Duncan Huong (APANO), Moshe Lenske (Woodstock NA), Jane Netboy (Goose Hollow), Jerry Powell (Goose Hollow), Doretta Schrock (NPNS), Natalya Sobolevskaya (Russian Speaking Network), Anna Volkova (Russian Speaking Network), Fern Wilgus (Laurelhurst NA).

ONI Staff: Katherine Anderson (Crime Prevention), Amy Archer (Livability/Operations), Michael Boyer (Crime Prevention), Jacob Brostoff (Crime Prevention, AFSCME), Celeste Carey (Crime Prevention), Nickole Cheron (CNIC/Disability), Brian Hoop (CNIC), Paul Leistner (CNIC-Neighborhood), Stephanie Reynolds (Crime Prevention), Teresa Solano (I&R), Jeri Williams (CNIC-DCL).

Other/Council Offices: none

Welcome and Introductions

Revisit Five Year Plan

Brian Hoop gave an overview of the Five Year Plan adopted in 2008. Goal tonight is to review what has happened since it was adopted and expanded programming. As of last spring, 5 year time period ended. The new Mayor Charlie Hales is excited about working with our bureau and he has retained us as Commissioner-in-charge of ONI. This is an opportunity to think about priorities, issues and challenges that we think the Mayor needs to be clear on as we enter budgeting process. Other key change is that Noise program was moved from the Bureau of Development Services to ONI. Take this time to reflect on priorities for areas to invest our advocacy to renew programs, bring back programs, or consider other unfulfilled programs to advocate in future years. We will begin the process at this meeting and continue at October meeting.

The BAC will break up into program caucuses for part of the conversation (questions on agenda). In preparation for this meeting we were reminded that a lot has changed since Potter started the effort including the creation of new Diversity and Civic Leadership (DCL) program, increase in Crime Prevention staffing, and the Disability program brought back. There is much to be proud of on what has progressed as well as looking to areas we want to grow.

In 2011 we did some development work to vision for 5 year plan, before we found out of deep cuts and it was put on hold. We brought some of those materials as a reference

for the small group discussions. Keep in mind ONI's 5 key goals in considering the losses and accomplishments:

Community Involvement

Increase the number and diversity of people who are involved and volunteer in their communities and neighborhoods.

Capacity Building

Strengthen neighborhood and community capacity to build identity, skills, relationships and partnerships.

Public Impact

Increase community and neighborhood impact on public decisions.

Livability and Safety

Provide tools and resources to improve neighborhood and community livability and safety.

Services

Provide accurate information and responsive and effective services to community members and organizations.

There was some general questions to clarify before the BAC broke out into small groups.

- There are more programs under ONI that are not captured by goals.
 - All of the work done by ONI is guided by the 5 goal areas listed. Our work spans all goal areas, captures all of ONI's programs and services in some element. In particular the Livability and Safety goal relates to Crime Prevention as well as Livability programs (Graffiti, Liquor, Noise, Mediation) and Services applies to all programs but especially to Information and Referral.
- Are we creating the next 5 year plan?
 - No, not at this point. The goal is to evaluate where we are and ultimately refocus on what are the priorities for the upcoming years. The 5 year plan was the result of extensive outreach and input and continues to guide our work. Progress was stalled due to budget cuts and the goal areas remain priorities. Although the technical 5 year calendar is over, we continue to operate with the same picture in mind.
- A lot of us were not here so our picture of today may be very different. How are we going to balance those two factors?
 - This conversation will help us decide. Are there new challenges that we need to have a major relook at our programs or looking at minor tweaks at this time. Mayor is looking at what are significant issues.
- Charlie Hales was a commissioner before but a lot has changed so he needs to know about what we do now.
- Some are familiar with Public Involvement Advisory Committee (PIAC) work and see some accomplishments and challenges of the PIAC, but PIAC is not part of

ONI. We have not had a lot of PIAC involvement at the BAC. A lot of recommendations under goal 3 are worked on through the PIAC. Need to interweave that work into everything we do.

- There has only been limited PIAC representation on the BAC. In addition, ONI lost the staff member Afifa Ahmed-Shafi that formed and coordinated the program. We are still in significant transition of dealing with the loss of Afifa and the impact that has on the program direction. We do need to figure out how the dialogue at PIAC intersects with the ONI BAC.
- Are we asked to evaluate how these goals have been implemented at the City?
 - No, the focus of the discussion is on ONI services and programs since this
 is the ONI BAC although certainly there are implications citywide. Focus
 on what was funded and/or lost in ONI programs and the success or lack
 of success in working towards the goals.
- We have been talking about these same things over and over, not having impact.
 - Recognize that may be some opinion, but others may feel there has been impact. Discuss these issues in the small groups to respond to the questions.
- The Portland Plan has been dragged on without progress.
 - It is a substantial effort and there has been a lot of discussion, but it has progressed. It has been adopted by Council and there is work on the implementation.
- Will part of process be balancing out between the programs, identifying which are doing better, which need some help?
 - Right now we are asking people to caucus by program area and selfevaluate the challenges, losses, accomplishments, etc. We will compile that information and it will inform
- We have had cuts after cuts. Are we making decisions based on what is now or do we anticipate any increase?
 - We have very limited information right now so do not know yet whether the budget will be stable or result in cuts or adds. Conduct this evaluation now and as we start to identify priorities they will need to be based on the potential options of budget remaining the same or being slightly lower or higher than current. This preliminary work will feed into our budget process where we will have more in depth conversations once we know the budget circumstances.

Brian provided a handout (attached) to give an example of what we are looking for in this exercise. He did a quick review of the Community and Neighborhood Involvement Center (CNIC) programs from performance measure reports and general updates and pulled out what he identified as key losses, accomplishments and challenges. CNIC programs can review these as a starting place and identify what is missing, what needs correction, etc.

Small Group report outs

The BAC broke out into small groups by program area to respond to the following questions:

- 1. What are key issues and challenges currently facing your program/organization?
- 2. What has been lost from your program/organization through budget cuts since 2006?
- 3. What have been your major program/organization accomplishments in the program since 2006?

Due to limited time, the BAC had the groups return all the documents with their accomplishments and losses. Those are all summarized in the attached program summary documents.

Future Agenda items:

At the October 14th meeting the BAC will continue this conversation. All participants were asked to be thinking about the following questions to be discussed next month

• Catalog top priorities for each program: Small group discussion and report backs: What are the top two implementation projects/initiatives in your program? Consider what the budget impact might be with stable funding, slightly less, or slightly more? We will begin with a focus on priorities assuming stable funding.

Are you interested in serving on the BAC Steering Committee?

Budget Season is about to kick off in November. ONI's BAC will again need members of our BAC Steering Committee. The Steering Committee meets in between regular meetings to plan agenda and strategize on how to discuss information at the BAC. During budget season the BAC generally meets twice a month from November through January, so the Steering Committee meets in between each of those meetings for about 1-2 hours each to plan. We like to have participation from a range of programs so that we can make sure all areas of constituents are being considered in our process. If you are interested in this role, please contact Amy Archer for more information (503-823-2294 or amy archer@portlandoregon.gov).

Next Meeting: Monday, October 14, 2013, 5:30pm-7:30pm, City Hall, 1221 SW 4th Ave, 2nd Floor Lovejoy room

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Office of Neighborhood Involvement Bureau Advisory Committee September 9, 2013

Summary of BAC Exercise: Issues/Challenges, Losses and Accomplishments by Program

CNIC program: Issues, challenges, losses, accomplishments

See specific program pages for their issues, challenges, losses, accomplishments

Issues and Challenges

- Leadership training institute citywide training program coordinated by ONI
- Digital engagement coordination of social media at ONI within a decentralized system, deliberations and voting online, digital divide issues
- Database of community contacts citywide database coordinating public involvement contacts, updated lists of diverse community organizations, meeting spaces, fairs and festivals, media lists
- Facilitation capacity more resources to coalitions or RNW to assist with group mediation and facilitation for high-stakes conflicts
- Citywide community summits/conferences dialogues on key issues, connect organizations
- Performance measurement, evaluation telling our story, documenting program successes
- Consultation services determine standards for how city bureaus contract with ONI partners

Losses

Accomplishments

Diversity and Civic Leadership program: Issues, challenges, losses, accomplishments

Issues and Challenges

- Base funding of \$250,000 for each organization, provides for minimum 2-3 staff organizers
- Providing funding or services to broader range of smaller community-based organizations
- Incorporation of DCL structure into ONI code as core component of civic engagement strategy
- Expanding DCL program to include Asian-American specific organization
- Bring back neighborhood small grants DCL included in small grants program
- Communities Beyond Neighborhood Boundaries low-income, veterans, LGBTQ, other nongeographic communities such as floating home communities
- DCL equity funding Expand base funding for to be commensurate with coalitions, fund 2-3 staff
- Consultation services determine standards for how city bureaus contract with ONI partners
- Lack of equitable data collection makes it difficult to track successes.
- Lack of small grant funds for newly forming organizations.
- Culture of government is not conducive to community involvement.
- City grant only fund one staff person (or multiple part-time employees.)
- Missing opportunity because of lack of capacity.
- Lack of community awareness and outreach to engage our communities.
- Bureau culture does not value community outreach services, and often ask DCL partners (among others) to do community outreach for free (and/or language services.)
- Loss for translation budget.
- Sustain guidance and track successes for DCL graduates.
- Problems with Language Fusion contract for interpretation and translation services.
- Disconnection from District Coalition. Wants more opportunities to build relationships between neighborhood and DCL programs, or at minimum between staff.
- Opportunity mapping with Coalitions, Neighborhood Prosperity Initiatives, and Housing Bureau.
- Ongoing tokenism and marginalization with DCL leaders experiences on City boards and commissions.
- Measuring impact of our work.
- Cully neighborhood legislation. Project Donita's organization is working on.

Losses

ONI partner organizations – stagnant funding, DCL groups protected from budget cuts

Accomplishments

- DCL program funded \$80,000 to five community-based organizations
- DCL program coordinator ONI FTE to coordinate program established
- Hundreds of new leaders of color received culturally specific leadership training
- Organizations in high demand for consultation and outreach services by City agencies
- Significant role in development of equity framework in Portland Plan
- Significant role in voter education and candidate forums
- Significant successes in State legislative agendas through community organizing efforts
- Flouride campaign, increased capacity.

- Leadership programs have affected state and regional policy.
- Clean Energy Works projects with BPS.
- East Portland Action Plan has increased organizational capacity, many DCL graduates are leaders in EPAP.
- No on 58, statewide ballot measure that would have required English immersion in Oregon's public schools.
- Coalition of Communities of Color reports to City Council and other community specific studies.
- Graduated over 500 leaders.
- Minority group contracting with City and other government agencies.
- Assisted with formation of new organizations, such as Somali youth organization.
- Over 400 DCL leadership training graduates have sat on boards, commissions, advisory committees.
- DCL work is more regional, i.e. CIO work in Beaverton and Washington County.
- Leveraged foundation funding for statewide leadership programs for several of DCL programs.
- Advocate for housing issues in East Portland.
- Creation of City's Office of Equity and Human Rights.
- Numerous candidates' forums.
- City Council passage of paid sick days ordinance for City of Portland.
- Feedback to Portland Housing Bureau for some strategic planning. (Opportunity maps.)
- Collaboration with Urban League on creation of Equity Strategy Guide.

Neighborhood program: Issues, challenges, losses, accomplishments

Issues and Challenges

- Bring back neighborhood small grants DCL included in small grants program
- Equitable funding across coalitions Funding formula, expand funding to East programs
- Consistency in service delivery amongst all seven district coalitions
- What do we learn from EPAP?
- Adequate funding for fully functioning coalition offices
- More dedicated FTE working directly with neighborhood assocs. on outreach/capacity building
- More funds directly to neighborhood associations
- Additional FTE funding to increase administrative capacity, research and needs assessment, grant writing opportunities.
- Last Small Grants: Small Grants dollars; Small Grants Leverage when used in neighborhoods—built partnerships, hits everyone of ONI's five goals.
- Lost positions at coalitions that dealt with outreach and communication.
- Ability to send out paper newsletters to 25% of neighbors without computers
- Lack the capacity in staff at the coalition to do all the things asked and needed to do
- Lost communication dollars
- Small grants funds too small to do effective outreach around the grant—just enough to do the
 project, not to do outreach.
- Mt. Tabor Neighborhood has erratic meeting schedule.
- City Council doesn't understand how super effective and empowering Small Grants are in the community.
- Loss of Small Grants funding.
- Certain neighborhood association's function poorly and exclude participation because of untrained board members
- Erratic funding—"full pot of dollars to ¼ pot of dollars from year to year."
- Translation and babysitting services [funding lost]
- Need to train citizen activists in grant writing OTHER than Small Grants Program applications
- Loss of dollars to address livability issues such as neighborhood speeders, neglected and trashed properties.
- Push for transparency in how city spends its dollars.
- BAC process is complicated and takes time to learn....years.
- Funding—train neighborhood volunteers into a corp of grant writers; allow them to be paid out of the grants for their efforts.
- Leadership training developed and delivered locally. Not just to neighborhood associations but to community groups; open to all, regardless of what group sponsors it.

Losses

- \$30,000 accessibility fund to overcome barriers to participation within neighborhood system translation, interpretation, childcare, accessibility
- \$200,000+ neighborhood small grants program
- \$46,485 for Community engagement grants to support partnerships between neighborhood,
 DCL and other diverse groups
- ONI partner organizations stagnant funding, minor cuts to base budgets except DCL groups

Accomplishments

- Neighborhood Small Grants over 500 community projects completed over 7 year history
- District Coalitions staff FTE additional \$50,000 per coalition
- District coalitions communications additional \$95,000 for newsletters, websites, social media, significant efforts to expand new media resources as well as traditional print newsletters
- Neighborhood program coordinator ONI FTE to coordinate program established
- EPAP \$280,000, engaging diverse communities in outer East Portland, advancing Action Plan
- District Coalitions and Neigh. Assocs. expanded capacity working with diverse communities
- Leadership on community initiatives tool libraries, farmers markets, community gardens, solar
- Expanded support for community issue forums, summer-time block parties, festivals, fairs, etc.
- Great training sessions: ABCs of Board members; ABCs of Land Use; grassroots fundraising
- Want more funds for leadership training
- Did use the additional communication funding effectively; sometimes did joint projects with other coalitions and neighborhood associations
- NECN engaged students in political process around Obama election
- Somali-centered outreach has been successful
- Citywide training of neighborhood volunteers
- Neighborhood associations save the City dollars by solving problems locally without involving bureau staff
- Neighborhood association are open to all citizens geographically, decentralizing citizen access
- Teaches citizens to become effective in bringing about change thru City agencies
- Small grants program led to NE & SE coalition partnerships

Multnomah Youth Commission: Issues, challenges, losses, accomplishments

Issues and Challenges

- No new funding for FTE, funding identified in existing ONI budget
- New program, need to hire staff
- Develop collaboration with County

Losses

N/A

Accomplishments

• City funding saved, expanded support for Commission, moved from Mayor's office to ONI

Disability program: Issues, challenges, losses, accomplishments

Issues and Challenges

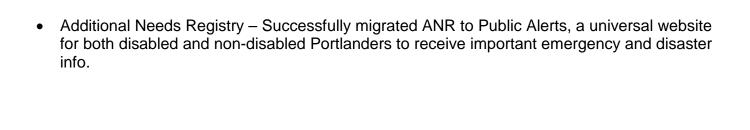
- Need additional FTE for event, training, admin support, compliance
- leadership training for people with disabilities
- Offer ADA audits for events and facilities
- Funding for sign language and other accommodations for ONI partner organizations
- Increase employment and internship opportunities for people with disabilities
- Grant funding to go out into community to help build stronger voice of person with disability voice in City decision making.
- Mental health resources establish program and training to support the community of people with mental health history in relation to personal safety and personal empowerment.
- Reduction of staff down to one minimizes staff available for trainings and community relationship building.
- Additional Needs Registry program is half time and focuses exclusively on elders and disabled disaster preparedness. Should include ESL speakers. Also lack of capacity for personal safety programs and trainings.
- Loss of funding limiting ability to support volunteer pools or award grants to community organizations.
- Limited administrative support cannot address safety concerns of specific populations due to where funds must first be allocated.
- Turn away customers/volunteers due to inability to manage workload.
- · Limited capacity to fund leadership training

Losses

- Disability Commission moved to Equity office resulting in loss of .5 FTE admin support
- Loss of resources in 2012-2013 budget cut.

Accomplishments

- Developed fully functioning Disability Commission after being defunded in early 2000's
- Providing significant technical support/advice to other city bureaus including but not limited to Vision PDX, The Portland Plan and The Comp Plan, Disabled Parking Task Force, 2010 Census, Sunday Parkways, Cycle Lanes, Closed Captioning policy and The City's internal Disaster Plan.
- Key point of contact with City for disability community for I &R, Title III/ADA, complaints, etc.
- Emergency preparedness for people with disabilities Established an Additional Needs registry on Public Alerts, and implemented disability specific emergency preparedness training.
- Advocated for and helped establish part-time ADA Title II Coordinator position in facilities along with funding and support for transition plan.
- Created annual awards ceremony and subsequently found community organization to partner with on event to off set cost.
- Created Portland Commission on Disability.
- Annual event bringing together over 450+ community members to celebrate and recognize those Making a Difference in the disability community.
- Increased disability community voice on public process with Portland Vision, Portland Plan, Comprehensive Plan.



Elders in Action program: Issues, challenges, losses, accomplishments

Issues and Challenges

- With growing volunteer pool (currently 165 people) it is challenging for staff to train, support them at this current level. Civic engagement requires (specifically w/older adults) strong staff support. We're currently managing this with a little price for all staff.
- Challenge working with only 1 FTE clerical support to help support city-based initiatives like disaster planning, elder crimes response team (police reports re: elders) and comprehensive plan engagement.
- Challenge of funding in order to meet growing population of older adults. Our program grew 22% by 12/13 in need for advocate services in housing, healthcare, crime and abuse. In order to meet the need we anticipate the need to expand our staff in order to support the community need.

Losses

N/A

Accomplishments

- Public Alerts partnership with ONI and Multnomah County
- Portland Police, ONI, and Elders in Action partnership @ neighborhood offices.
- Secured funding for elder crimes response team (PPB) and District Attorney's Office specifically for elder crimes prosecution.
- Partnership with Hillsdale Mainstreets Program to ensure walkable, user-friendly business district improvements.
- Age Friendly Cities (World Health Organization), City Council adoption 2011.
- Portland Plan and Comprehensive Plan to include aging community representation including language and photos re: older adults. Policy expert groups.
- Added two Spanish speaking staff members.
- Created and building on partnerships specifically to engage and serve LGBTQ elder community in civic engagement.
- Involvement in PIAC, PCD, PBOT, Comp Plan Advisory Committees, other groups per City commissioner requests.

Public Involvement Best Practices program: Issues, challenges, losses, accomplishments

Issues and Challenges

- Expand language translation, interpretation and ADA accessibility of City information
- Engage youth and young adults in civic activities through community-based service learning
- Review composition, role & effectiveness of City boards and commissions, advisory committees
- Culturally appropriate and inclusive public involvement education and strategy development
- City bureaus to create Bureau Advisory Committees, actively engage them with management
- Provide public involvement staff training and capacity building
- Need more staff support to achieve strategic goals and tasks
- Strong emphasis/need to focus more on developing best practices materials.
- Expanded training capacity

Losses

- Death of Afifa, transitional period while new staff hired
- Limited capacity on staff discussions due to reduced FTE while Afifa in school

Accomplishments

- PI Best Practices program coordinator ONI FTE to coordinate program established
- City adoption of updated Public Involvement Principles
- FIPIS documentation of public involvement actions to accompany new Council ordinances
- BAC budget process recommendations passed, improve engagement in budget process
- Assessment of city bureau public involvement processes, survey
- BACs required of all city bureaus 5 year plan recommendation, Sam Adams action
- Significant consultation for other city agencies on outreach and equity issues
- Monthly informal discussion/workshops for City public involvement staff on best practices
- Adoption of open, accessible and consistent public records request policy, Auditor's

Effective Engagement program: Issues, challenges, losses, accomplishments

Issues and Challenges

- Ongoing gap providing adequate mediation and facilitation services for high stakes issues, neighborhood and other ONI partner organization conflict resolution needs
- Tied to ongoing need for expanded ONI funding for Resolutions NW

Losses

FTE funding at ONI eliminated. Judith moved to Equity office.

Accomplishments

- Gentrification dialogues restorative justice/listening project in inner N/NE neighborhoods
- Facilitated numerous high stakes contentious issues such as Cesar Chavez St. renaming process
- ONI staff significant role in helping shape Portland Plan community engagement/equity framing

Crime Prevention Program: Issues, challenges, losses, accomplishments

Issues and Challenges

We rely heavily on another agency for about 50% of our work.

Problem-solving comprises about 50% of each Crime Prevention Coordinator's workload. We rely on the PPB's NRT program for the law enforcement aspects of this work. This can be challenging, because the NRT program changes often and varies across the PPB. There is no single common understanding of NRT priorities and activities. NRTs are often pulled away to other duties, and the average stay in the position for a NRT is only about two years. These factors can frustrate our collaboration with the NRTs.

We have very limited resources.

Both the personnel and materials & services budgets are at a minimum level. The overtime budget is only enough for a small percentage of the overtime needs. The program has no administrative staff support. The manager's span of control is large. There is no money designated for translation or interpretation. The CP Coordinators are the only field staff in the City who drive their own cars for work. The field of knowledge required for the job is broad and the training budget is small. There is little money for outreach. A budget for office space was only achieved by eliminating a position.

We have no direct access to data or crime analysis.

The staff could be considerably more targeted and effective in their efforts with quick, direct access to data and data analysis. Currently, CP asks PPB to obtain data for us, which is neither efficient for us, nor fair to PPB.

Outcomes for the community are dependent on many factors out of our control.

Our main tool is persuasion. We can't remove liquor licenses, require CPTED for a building, or arrest or evict drug dealers. However, the public expects results from us when they have a problem.

Performance is hard to measure.

It is difficult to quantify and receive credit for what *doesn't* happen, but we believe we reduce the workload for other bureaus and make the public safety system more effective and efficient overall.

Attitudes have changed about volunteerism and what the government should do for the public.

People are less likely to join an effort just to join. People are more likely to see public safety as purely a government responsibility, rather than something they can and should participate in.

Close collaboration and planning between all of the City of Portland's public safety bureaus and programs would be of great benefit to the public.

There is no overall coordination right now. Opportunities for better service and outcomes are missed.

Losses

- Ready. Safe. Go! ended with loss of Training & Events Supervisor (last one in 2010)
- Lost FTE: 1 Crime Prevention Coordinator, 1 Assistant Manager, and all admin support (2010, 2011, 2012)

Accomplishments since 2006, sorted by Crime Prevention program goal

- 1. Increase community participation and stewardship of public safety efforts.
 - Implementation of the Enhanced Safety Properties program (2006 to present), which now reaches over 10,000 households
 - Creation of livability teams (2006 to present)
 - Creation of Crime Prevention Advisory Group (2012 to present)
 - Children's engagement programs (2007 to present)
 - Q-Patrol, the first Community Foot Patrol based on a population rather than geography (2009 to present)
 - National Night Out kickoff events (2006 to present)
- 2. Offer training and educational resources to address crime trends and community needs.
 - 27 handouts written (2006 to present)
 - 12 handouts translated into Spanish, Russian, Vietnamese (2010)
 - Gun turn-ins (2009 to present)
 - Prescription drug turn-ins (2010 to present)
 - Prescription drug drop boxes (2011 to present)
 - Crime Prevention videos on the program, on car prowl prevention, and a series on burglary (2011 to present)
 - Ready.Safe.Go! community public safety conference (2006-2010)
 - Know Your Neighborhood (2007-2010)
 - Bar Summits (2006 to present)
 - Faith-based trainings (2007 to present)
 - Loss prevention trainings (2011)
- 3. Facilitate community problem-solving efforts by coordinating public safety teams and resources.
 - Conducted Problem-Solving Summits (2008-2011)
 - Convened Extremely Distressed Properties workgroup (2010-2011)
 - CPTED Resolution for multi-family housing (2009 to present)
 - Co-chaired Inter-Bureau Task Force (2007-2008)
- 4. Assist in establishing sustainable communication links between the community and the public safety system.
 - Quarterly Neighborhood Watch newsletter (2010 to present)
 - Social media presence—Facebook, Twitter (2011 to present)
 - Overhauled website (2013)

Administrative accomplishments

- Opened the Hub office (2012)
- Implemented new case management database (2011)
- Started intern program with PSU (2006)

Liquor program: Issues, challenges, losses, accomplishments

Issues and Challenges

- The City is pre-empted on liquor related issues by the Oregon Liquor Control Commission (OLCC).
- OLCC does not prioritize public safety issues and enforcement. The focus is on licensing as a
 "right" instead of as a "privilege". It is extremely difficult to get restrictions on a license and
 almost impossible to get a license denied, despite law enforcement or public input regarding
 issues.
- A strong liquor lobby is a barrier to legislative and OLCC administrative rule changes that could address community concerns.
- Application fees are established by state law, have not increased in decades, and do not
 provide enough funds for the processing. There has been a steady increase in licenses and
 not enough funding to increase staff for the administrative support to manage application
 processing.
- New program (Time Place and Manner Regulations) implemented to address problem solving needs but without an increase in staff to manage the additional workload.
- Increased barriers to considering any City input at the OLCC are impacting problem solving.
- Density of licenses/saturation results in problems that cannot be tied to a specific location for problem solving. Individual establishments do not take responsibility for the problems since it is a shared issue but as a group there is no motivation to address since profits are based on liquor sales. The City's multi-year effort to attempt to designate an Alcohol Impact Area to deal with these issues was halted when the OLCC decided they no longer had authority do implement.
- When problems are identified locally, it takes a long history of significant issues before OLCC will act. Even once they act, the process is so long to address any issues that it is not an effective enforcement tool.
- Portland needs to identify means of increasing local control to deal with problems, but it
 requires interest and commitment from many bureaus. ONI's attempts at convening a
 workgroup to identify zoning or other local controls have been unsuccessful since it crosses
 many bureaus and it has not been a priority.
- Community members generally do not connect to liquor licensing until there is an issue that
 impacts them personally. Once that specific issue is addressed their involvement in broader
 policy issues is a challenge to sustain given the barriers to impacting change.
- The City is becoming increasingly dense, resulting in increased problems where alcohol
 establishments abut residences, particularly when there is patio and/or late night activity.

Losses

Eliminated general fund support for the program. Although revenues increased slightly to
maintain the program it was due to increased licensing but without the necessary increase in
staff to manage the increased workload.

Accomplishments

 Time Place Manner code implemented as an effective problem solving tool for addressing nuisance activities locally. Increased coordination among stakeholders including Police, Crime Prevention, Fire, Noise, Lottery and County. Successfully changed the Time Place and Manner Code to reflect the needs of the community; expanding the list of nuisance activities and taking

a stronger oversight position of premises that have serious problems related to the sale of alcohol.

- Annual processing of over 4700 applications.
- Executed over 50 Good Neighbor Agreements between businesses and neighborhoods
- Successful abatement of 74% of complaints through local Time Place and Manner Code
- Over 100 successful abatement plans with specific licensed premises to address public safety and livability concerns.
- 96% win rate at Code Hearings with contested Time Place and Manner Code Violations.
- Implementation of best practices training for licensed establishments
- Stronger oversight of Special Events through collaboration with private organizations and police to proactively address public safety and livability concerns
- Successfully led an Alcohol Impact Area rule making process, adopted by Council and accepted by the state agency for implementation (only later the OLCC abandoned this approach).
- Successfully advocated for intermediate step for locations experiencing serious and persistent problems; collaborated with the OLCC to implement the Enforceable Compliance Plan to address concerns more quickly.
- Provided best practice recommendations to the Mayor's Office regarding development of Entertainment Districts.
- Successfully advocated for notification of neighborhoods for Street Events and Sidewalk Seating, to proactively address livability concerns.
- Collaborated with PDOT to develop "Stanchion Permit" to allow bars to more effectively control the sidewalk adjacent to their premises.
- Helped create a coalition of support for legislative policy related to alcohol policy for the purpose of preserving public safety and livability
- Implemented bar summits in SW, SE, and NE Portland (annual or quarterly depending on demand), to proactively address liquor related concerns.
- Successfully advocated for restrictions on all licenses on Hayden Island, through collaboration with NE Precinct.
- Successfully advocated for a lower threshold for restrictions on premises with a remarkable history of issues related to alcohol service and sale.

Noise program: Issues, challenges, losses, accomplishments

Issues and Challenges

• Program is in transition period with move to ONI. Hiring staff, orienting to new program, identifying interface with liquor.

Losses

Need summary from staff

Accomplishments

Need summary from staff

Graffiti program: Issues, challenges, losses, accomplishments

Issues and Challenges

- Need additional support to assist with workload including checking and follow up on the hotline, database entry, enforcement, volunteer training and assistance, preparation for Graffiti Task Force and Law Enforcement/Community Summits, etc.
- Frustration of complainants that graffiti does not get cleaned in a timely fashion, particularly on public property. ONI forwards to other bureaus or agencies for cleanup, but we have absolutely no control of timeliness or an estimate of when it will be cleaned so that we may inform the complainant on the status. Some agencies do not address graffiti at all due to budget limitations.
- Smart Phone application PDX Reporter, while an invaluable asset, does not provide the
 amount of information necessary such as the reporter's contact information. It is a challenge to
 know whether reporting or requesting assistance on their own personal property, whether the
 tag has already been cleaned, or if they have any idea of when the graffiti appeared.
- System relies on receiving photos of graffiti for tracking database, which is sometimes difficult
 to get since it places a burden on the public. When informed that there has been a graffiti
 "bombing run", it is challenging to get actionable documentation with submittals such as "tags
 all along Hawthorne". ONI does not have field staff to obtain photos, confirm which properties
 are hit, or to follow up to confirm whether it was removed.
- Graffiti tracked in two databases that do not interface with each other yet (one for public reporting, one that coordinates enforcement details through Police).
- Need additional resources in order to reach underserved populations that are unaware of the importance of timely cleanup.
- Property owner information is not always current, so enforcement on graffiti nuisance properties can become an issue to abate.

Losses

- Reduction of staff by 1 FTE down to 1.5 FTE reduced the amount of clean ups and response to complaints.
- Elimination of at-risk youth walking crews (IRCO partnership) due to reduced funding.
- Elimination of Community Grants Program.

Accomplishments

- Partnership with Community Volunteer Corps to provide opportunity for adults in transition from homelessness.
- Increased enforcement of vandals in partnership with police (expanded # of police officers dedicated to graffiti investigations).
- Expanded participation in Graffiti Task Force.
- Created annual summit/training and engage close to 50 jurisdictions in training and collaboration around graffiti enforcement and prevention.
- Implemented volunteer recognition event.
- Train and support 39 livability teams, volunteering in community for ongoing cleanup (valued at \$900K in FY13 alone).
- Online reporting of graffiti to improve access and responsiveness. Smart phone app implemented to ease access for reporting.

- Partnership with Bridgetown Ministries has been very useful in coordinating cleanups during the week where volunteerism and service to the community is the goal.
- Coordination with Crime Prevention has been an incredible asset in reaching out to the community that they can serve their community and neighborhood.

Resolutions Northwest program: Issues, challenges, losses, accomplishments

Issues and Challenges

- Loss of 50% of volunteer mentorship capacity
- Demand for services exceeds resources
- Have to turn away facilitation requests due to limited staff resources
- No money to upgrade data management system
- Infrequent newsletter

Losses

- Loss of 1.5 FTE staff
- Loss of outside trainer
- Loss of intake/phone coverage/day/week
- · Loss of capacity to do general and specific communities outreach and training
- Loss of CRSP county \$\$

Accomplishments

- Facilitation services
- Diversified volunteer pool
- Diversified staff
- Diversified basic mediation trainers and added cross-cultural models of curriculum

Information & Referral Program: Issues, challenges, losses, accomplishments

Issues and Challenges

Lack of marketing budget/resources- Lack of resources to market the program to the community at-large and educate regarding this resource as an aid in accessing local government resources.

Customer service related cutbacks across City bureaus and County departments - Affects our ability to ensure a positive customer experience for our callers. Bureaus/departments have cut back phone and office hours and coverage to give callers/visitors a live person with sufficient expertise to meet their needs. Excessive use of phone trees and inconsistent treatment when contact is achieved is also a frustration to customers.

Antiquated service delivery systems across the organizations - Duplication of efforts, lack of coordination, minimal feedback to customers regarding their requests, lack of data to inform service delivery policies and procedures are all symptoms of the lack of a modern centralized customer management system. Our primarily decentralized way of delivering services creates the need for much more effort to be expended by those trying to access services with multiple phone calls and self-coordination - greater accessibility and better coordination by bureaus/departments would greatly improve this customer experience.

Technology related resource deficiencies - We are not yet providing services to constituents via live chat or through social media channels. City and County online service request systems are limited in its capabilities. We currently lack staff resources to deliver services via social media – Twitter, Facebook, etc.

Lack of coordination with other local government entities outside of the City and County - While we have a very successful partnership with the Multnomah County by representing both the City of Portland and Multnomah County with our program, most other local government jurisdictions lack a similar comprehensive information and referral program or a formal relationship with our service.

Losses

Budget cuts across the City and County have created customer service deficiencies that put greater burden on our program to attempt to mitigate customer service issues on behalf of the bureaus/departments and also hinder our efforts to facilitate a positive customer service experience for all customers of the City and County.

Accomplishments

- Continue to have a successful partnership between the City and the County government by providing a single point of access for community member's to access local government services.
- 90% of calls answered within 25 seconds

- Less than 5% of calls abandoned
- Continued expansion of resource database to include local government and related resources outside of the City and County managed resources.
- Maintain standard of customer service excellence with a formal "no customer complaints" goal.

Aspirations

State of the art, citywide customer relationship management (CRM) service delivery system.

Customer service priority for bureaus as budgets allow for resource enhancements.

Marketing budget

Resources to conduct outreach to other local government service providers to partner with our local government services I&R efforts.

Resources to improve online service offerings via online service requests, chat, twitter, facebook and other social media platforms.