



***ONI Mission: Enhancing the quality of
Portland's neighborhoods through
community participation.***

FY 2003 Goals and Objectives

Our Bureau Values...

As we move forward with our work, ONI staff are committed to, and will be guided by, the following values:

- ✓ Advocating for collaborative, fair, and accessible community processes
- ✓ Fostering community-centered activism
- ✓ Embracing diversity, understanding, and mutual learning
- ✓ Communicating in a respectful and timely manner
- ✓ Providing service with integrity
- ✓ Establishing a climate of equality, respect, and community empowerment
- ✓ Promoting a safe and healthy environment for everyone

Major Bureau goals for the coming year...

External Goals

1. Increase working across Centers and integrating common bureau objectives and neighborhood projects.
2. Support the ONI Guidelines Review process.
3. Continue to support work of coalitions and our other community-based partners.
4. Improve public involvement practices among bureaus and across the City.
5. Work with Department of Transportation, Bureau of Licenses, and Parks Bureau to implement improved public involvement practices.
6. Develop a budget plan and a strategy to obtain more funds for the neighborhood system.
7. Continue to develop and expand our efforts to partner with other bureaus.
8. Expand efforts to diversify our neighborhood system and expand access for all of Portland's neighbors.
9. Continue to improve communication among neighbors, coalitions, community partners, and staff.

Internal Goals

1. Work to build a climate of trust and mutual understanding among employees within and across programs.
2. Develop a formal recognition program for employees.
3. Increase opportunities for training and continuing education for employees.
4. Support ONI's Diversity Committee efforts to improve multicultural competency across the Bureau.

Specific Center Goals and Objectives:

Each of ONI's five Centers developed specific goals and objectives to accomplish this fiscal year. Many of these are currently underway.

Civic Involvement Center (CIC)

The Civic Involvement Center will enhance the quality of Portland's Neighborhoods by working actively to improve participation of neighbors in the public involvement process.

CIC: Neighborhood Outreach Program

Goal 1: Provide increased capacity for Coalition/Neighborhood Offices and neighborhood associations.

- Objective 1: Monitor compliance with ONI contract. Schedule quarterly site visits and prepare written progress reports. Ensure that all reports (financial, performance indicators, etc) are completed on schedule.
- Objective 2: Lead the process for review of the ONI "Guidelines" as required by City Code. Complete Code re-write and near completion of Guidelines.
- Objective 3: Complete update of Citizen Involvement Handbook, a "How To" organizing neighborhood associations. New chapters on Getting the Word Out, Making Room at the Table, and Community Organizing.
- Objective 4: Improve ONI marketing strategy. Includes update of program brochures, tabling at 2-3 large events, marketing of ONI website. Explore partnership with Clear Channel Radio for media support of neighborhood coalitions.
- Objective 5: Plan and implement the annual Neighborhood Association Summit. This year focus on advance prep-work to develop vision from neighborhood leaders.
- Objective 6: Establish beginning of internship program with PSU working with Urban Planning & MURP, Urban Administration, and Capstone program.
- Objective 7: Continue development efforts to seek new funding sources for neighborhood offices and ONI programs.

Objective 8: Provide limited leadership development trainings on an as-needed basis for neighborhood association leaders. Develop training partnerships w/ coalitions.

Objective 9: Support monthly meetings of neighborhood office and coalition directors and board chairs.

Objective 10: Work with Metro to complete an update of their city wide maps of neighborhood association boundaries.

Objective 11: Provide limited staff support to Old Town/Chinatown Neighborhood Associations. Encourage them to join a coalition.

Goal 2: Expand participation in neighborhood associations with a focus on increasing participation of "non traditional" neighbors such as people of color, renters etc.

Objective 1: Strengthen involvement in Interwoven Tapestry Project with MHRC and IRCO. Participate in staff program meetings and planning.

Objective 2: Create public involvement effort and committee to resolve issues of Communities Beyond Neighborhood Boundaries related to update of ONI Guidelines. (See Goal #1.)

Objective 3: Organize relationship building opportunities between immigrant/refugee leaders, community leaders of color, low-income/renter leaders, and neighborhood association leaders and staff.

Objective 4: Explore working partnerships between ONI neighborhood structure with Caring Community and Schools Uniting Neighborhoods to maximize use of public resources for community organizing.

Objective 5: Assist neighborhood leaders in identifying contact info for community organizations working in their neighborhoods by utilizing existing community assets mapping, updating MHRC directories, and putting leaders in direct contact with other community organizations.

Objective 6: Inform and link coalitions with each-other where existing efforts to develop programs to serve low-income,

communities of color, and immigrant and refugee communities exist.

Objective 7: Organize ONI and coalition staff diversity training and strategic planning to foster city-wide partnerships on diversifying involvement in neighborhood programs.

Objective 8: Explore long-range creation of a youth leadership development program for getting high school age and young adults involved with neighborhood associations.

Goal 4: Provide a stronger, consistent communication link among city bureaus and neighborhood regarding specific outreach endeavors.

Objective 1: Expand the City of Portland Outreach staff network – CPIN (City Public Involvement Network) to focus on developing standard criteria for what public can expect from bureau public information and involvement efforts.

Objective 2: Continue the partnership with BES regarding projects in the Columbia Slough, Johnson Creek, Tanner Creek and Willamette Watershed as well as the West Side Combined Sewer Overflow Project.

Objective 3: Continue support services to city bureaus on targeted outreach projects including but not limited to:

- Small Business Program with PDC and Commissioner Francesconi's office.
- River Renaissance inter-bureau PI/PI coordination. (Decreasing involvement.)
- Other fee for service and limited pro bono services.

Objective 4: Provide list of pre-qualified PI/PI firms to city bureaus. Create intra-bureau web site listing firms and their specialties for access by city bureaus.

Objective 5: Continue to provide information to local, national and international jurisdictions regarding Portland's neighborhood system.

Goal 5: Monitor workload for each contract and work with BES to determine the need for additional personnel to continue to provide excellent outreach in these areas.

Objective 1: Supervise staff working on the CSO central city projects including: Tanner Creek Stream Diversion Phases 2,3,4,5; Swan Island Pump Station; West Side CSO Tunnel; NW CSO Main Force and Pump Station; SW Parallel Interceptor.

Objective 2: Expand outreach to the business community by implementing Business for Clean Rivers, which consists of representatives from NW, SW and Eastside business districts. These committees will serve as liaisons for the business communities regarding CSO project design and construction.

Objective 3: Monitor the progress of the outreach workers in each coalition/neighborhood office. Organize monthly meetings; collect data and formulate progress reports; troubleshoot as necessary.

Goal 6: Maximize uses of electronic communications for city staff public involvement and outreach efforts, communications between ONI and neighborhood coalitions, and between neighborhood associations themselves.

Objective 1: Improve ONI web site homepage user-friendliness. Including scroll/pull down features, eliminate frames, improve ADA access, meta links to search engines, and clean up organization.

Objective 2: Complete web-based calendar of events linked to ONI Access database that will highlight city public involvement events, ONI sponsor events, neighborhood association, coalition and other appropriate community events (currently 70% complete).

Objective 3: Create an online “How To Toolbox” of documents for organizational development and community organizing tools for neighborhood association leaders. Similar to Citizen Involvement Handbook.

Objective 4: Expand “My Portland” section of ONI web site to have the following info for each neighborhood association online to include bylaws & state non-profit status.

Objective 5: Expand Portlandmaps.com neighborhood association mapping capabilities to show one how to contact their coalition and association chair.

- Objective 6: Continue exploring a portal system on the city web site so individuals can electronically self-identify their interest areas, (water, planning, transportation) and add themselves to topical mailing lists, regular email updates, and surveys.
- Objective 7: Link Refugee and Immigrant Resource Directory of diverse community organization contacts to our web site.

CIC: Community Residential Siting Program

The Community Residential Siting Program will enhance the quality of Portland's neighborhoods through community participation by advocating for an ongoing, proactive exchange of information and education among providers of residential social services and members of the community to ensure a mutual understanding and respect that results in long-term, supportive, peaceful relationships that promote safe, livable communities.

GOAL 1: Provide a centralized, coordinated source of information and referral before, during, and after the siting of a community residential facility to eliminate confusion and potential conflict

- Objective 1: Build relationships among all siting stakeholders through a balanced and representative advisory committee to help guide the content of information and resources provided by the program.
- Objective 2: Develop legal and ethical guidelines, protocols, and “best practices” to address citizen questions and issues involved in residential group homes and facilities siting.
- Objective 3: Advocate for the fair treatment of all citizens, including residential group homes and facilities and all other community members, in Portland and Multnomah County around siting issues
- Objective 4: Develop and maintain relationships with technical resources to address issues concerning land use, facility licensing requirements, contracting/funding relationships, and other siting-related issues.

GOAL 2: Encourage government agencies, communities and other organizations to consider special needs housing in their community planning or visioning processes to proactively identify future siting opportunities for community residential facilities.

- Objective 1: Inventory current planning efforts among government agencies.

- Objective 2: Explore what government agencies and other organizations are capable of doing to ensure that services are accessible and equitably distributed throughout the community.
- Objective 3: Explore the concept of community asset mapping in conjunction with neighborhood indicators that can be quantified to identify siting opportunity areas
- Objective 4: Encourage communities to proactively plan for the siting of community residential facilities.
- Objective 5: Develop site selection guidelines for post incarceration facilities

GOAL 3: Improve the understanding between conflicted groups

- Objective 1: Provide collaborative problem solving services including mediation, facilitation and consensus building.
- Objective 2: Develop a trained and effective Problem Solver group.
- Objective 3: Provide consensus building tools to community members and social service providers.

CIC: Downspout Disconnection Program

The Downspout Disconnection Program will enhance the quality of Portland's neighborhood through community participation by actively involving neighborhoods in a positive partnership with the City in order to save money on disconnection, provide an organizing opportunity, support community-based efforts, encourage diversity at the grassroots level, and encourage neighbor-to-neighbor interaction.

GOAL 1: Increase public stewardship for the livability of their neighborhoods.

- Objective 1: Market participation in the Downspout Disconnection Program.
- Objective 2: Canvass 13,000 homes each year.
- Objective 3: Speak at over 25 community meetings each year.
- Objective 4: Conduct watershed curriculum for over 350 students each year.
- Objective 5: Conduct a media campaign including events, major and local community media.

GOAL 2: Increase public participation in a civic issue.

- Objective 1: Mobilize 550 diverse volunteers each year.
- Objective 2: Build and maintain over 300 diverse community partnerships.
- Objective 3: Hire local diverse community partners to canvass.

Administration Center

The Administration Center will enhance the livability of Portland's neighborhood through citizen participation by providing high quality technological, fiscal, and personnel support services to ONI programs, Neighborhood Associations, and Coalitions.

GOAL 1: Implement quality fiscal policies.

- Objective 1: Emphasize cost center approach to all managers.
- Objective 2: Bill back/invoice/cost trace on a quarterly (rather than semiannual) basis.
- Objective 3: Implement coalition resource allocation methodology with an advisory board.
- Objective 4: Complete full cost recovery and IA analysis.
- Objective 5: Standardize IA procedures with client bureaus.
- Objective 6: Try to keep GF discretionary stable while IA revenues increase.

GOAL 2: Provide high quality fiscal, personnel, and clerical support to ONI programs, Neighborhood Associations, and Coalitions by front office staff.

- Objective 1: Work with I&R to cross train staff.
- Objective 2: Complete revision of ONI Employee Guidelines and Expectations Handbook by December 15, 2002.

GOAL 3: Provide high quality technological support to ONI staff.

Objective: Purchase and upgrade computers as possible.

GOAL 4: Implement quarterly site visits with coalitions.

Objective 1: Work with ONI programs, Neighborhood Associations, and Coalitions to improve the overall fiscal accountability of coalition accounting practices for ONI contracts.

GOAL 5: Complete transition of Neighborhood Mediation Center.

Objective 1: Complete the RFP regarding Neighborhood Mediation and select a contractor to continue current services at greatly reduced cost.

Objective 2: Implement contract for mediation services once contractor is chosen.

Information and Referral Center

The Information and Referral Center will enhance the quality of Portland's neighborhoods by linking callers directly with the appropriate person who can provide consistently accurate, friendly, and timely information about city and county services.

Goal 1: Maintain the quality of function and customer service of the City and County Information and Referral Programs.

Objective 1: Build a strong team of I&R professionals who can accurately, adequately, and professionally meet customer needs.

Objective 2: Increase staff knowledge of local services and customer service skills through training.

Objective 3: Have regular staff meetings to improve communication and share information.

Objective 4: Update / revise all I&R protocols and procedures.

Objective 5: Ensure adhesion to IGA and county satisfaction.

Objective 6: Increase public awareness of the 823-4000 number and the Information and Referral Program.

- Objective 7: Improve and streamline database application to increase efficiency and ease of use for staff.
- Objective 8: Maintain an up-to-date and accurate database with updates performed at least every four months.
- Objective 9: Obtain phone system upgrades that would allow us to have priority call routing and backup call groups.
- Objective 10: Through working with the City and County Telecommunication offices encourage departments and bureaus to make phone systems, recordings and routings more customer service oriented and easier for the public to use.

Goal 2: Improve access of both internal and external customers to the databases maintained by the I&R Program.

- Objective 1: Make services database available to city employees.
- Objective 2: Make city and county employee databases available to city and county employees.
- Objective 3: Make services database available to the public at large through the city website.
- Objective 4: Make the city and county employee databases available to the public through the city website.

Metropolitan Human Rights Center (MHRC)

The Metropolitan Human Rights Center will enhance the quality of Portland’s neighborhoods by providing support and advocacy for the human and civil rights of all Multnomah County and the City of Portland neighbors.

Goal 1: Continue to implement Interwoven Tapestry Project.

- Objective: Manage and distribute discretionary funds for Coalition and Refugee/Immigrant community projects.

Goal 2: Develop a strategic plan for the future of MHRC.

Goal 3: Continue to staff the Burnside Triangle Advisory Group in partnership with the Bureau of Planning.

Goal 4: Work with the Police Bureau on establishing “dialogue circles” to facilitate understanding and appreciation of cultural, ethnic, and racial issues.

MHRC: Refugee and Immigration Coordination Program

Goal: Provide programs and activities to support and improve services for immigrants and refugees.

- Objective 1: Publish an updated 2002 edition of the "Community Resource Handbook" as well as posting it on the ONI website. The handbook will include networking information for refugee/immigrant Mutual Assistance Associations (MAAs), County and City services, local ethnic media, and other useful information.
- Objective 2: Continue to work with IRCO/Asian Family Center, NECN, CNN, SEUL and the Refugee/Immigrant Consortium of Oregon & SW Washington on the joint “Interwoven Tapestry” project.
- Objective 3: Work with the Portland Public Schools and other school districts in the Portland area to assist refugee and immigrant students.
- Objective 4: Continue to serve as the Chair of the Asian American Youth Leadership Conference and a key fund-raiser for the 11th Annual Asian American Youth Leadership Conference, the 7th Russian Speaking Youth Leadership Conference, and the 13th Cesar Chavez Leadership Conference in Spring 2003.
- Objective 5: Continue to develop partnerships between community leaders and the INS Portland District to improve INS communication with and services for the community.
- Objective 6: Work with the Refugee & Immigrant Consortium, local refugee/immigrant service providers and voluntary agencies for information sharing and advocacy for the refugee and immigrant community.
- Objective 7: Serve as an executive committee member of the Asian Law Enforcement Advisory Council of Oregon (ALEACO) on crime prevention and law-related issues.

Objective 8: Serve as a volunteer consultant and government/community liaison for the Oregon Commission on Asian Affairs (OCAA), including organizing the annual Asian Heritage Month Festival.

Objective 9: Continue to work with the “Vietnamese American For Education Association” (VAFEA) and local business community leaders to organize their annual Excellent Students and Scholarship Awards.

MHRC: Disability Program

Goal 1: Increase access to sidewalks.

Objective 1: Assist neighborhood businesses in educating them of what is required by City Ordinance, recruiting volunteers to go out into their neighborhoods to talk to businesses on why it is important for them to keep their sidewalks accessible to everyone. Complete 100 on-site visits to businesses.

Goal 2: Increase safe access to the streetcar for persons with disabilities.

Objective 1: Work with City officials and other stakeholders in identifying issues on the current streetcar and work with advocates and the stakeholders on scheduling a tour to identify the issues.

Objective 2: Develop a plan to have the identified issues corrected.

Goal 3: Work with at least two neighborhood offices to increase their competency working with people with disabilities.

Neighborhood Mediation Center (These Goals will change depending on resolution of current RFP)

The Neighborhood Mediation Center will enhance the quality of Portland's neighborhoods by providing professional and confidential neighbor-to-neighbor mediation services to resolve conflicts within neighborhoods.

Goal 1: Strengthen core services: Increase cases to 800 per year.

- Objective 1: Expand NMC's referral base to include and enhance referrals from those agencies and groups who in previous years referred situations to NMC in volume.
- Objective 2: Expand use of PSAs for television and radio to help promote services. This assignment has actually been done.
- Objective 3: Recruit a media person for NMC Advisory Committee to help build good relations with newspapers, radio and television.
- Objective 4: Work for a minimum of two guest appearances on radio and/or television.
- Objective 5: Increase members of the Community Relations sub-committee of Advisory Committee by two members.
- Objective 6: Visit minimum of six neighborhood association meetings to present NMC services and encourage referrals.
- Objective 7: Continue targeted outreach to mobile home parks in Portland.
- Objective 8: Research and identify "performance based outcomes" and tailor services accordingly.

Goal 2: Develop School Mediation Program in Partnership with Portland Public Schools.

- Objective 1: Design conflict resolution workshop to focus on "Interpersonal Conciliation " and contact four schools to present to school identified groups of students.
- Objective 2: Make presentation about Mediation Center at a Portland Public School Board Meeting.
- Objective 3: Meet with Portland Public School Media Relations Director and request opportunity to distribute flyer/brochures to

school counselors and curriculum teachers and place ad in PPS Newsletter.

Objective 4: Maintain NMC "CRISIS INTERVENTION" component with the PPS and train a small group of selected NMC volunteers.

Goal 3: Develop a 3-year strategic-business plan for NMC.

Objective 1: Develop strategies for City Neighborhood Mediation Center , networking with City Crime Prevention and Neighborhood Association Groups , and maintaining the ethics of "Best Practices" as defined by OMA and ODRC.

Objective 2: Organize staff retreat for visioning and planning.

Objective 3: Hold Advisory Committee retreat with staff for developing a 3-year plan in conjunction with staff retreat outcomes.

Objective 4: Document and review outcome of strategic business plan study with ONI Director and City Commissioner.

Crime Prevention Center (CPC)

The Crime Prevention Center will enhance the quality of Portland's neighborhoods by providing public safety information, maintaining crime prevention services in the neighborhoods, coordinating graffiti abatement services, and providing liquor license neighborhood notification.

CPC: Center Services and Administration

Goal 1: Improve Center outreach tools and materials.

Objective 1: Complete non-English speaking materials.

Objective 2: Update Crime Prevention Center web page.

GOAL 2: Develop Crime Prevention Center Policies and Procedures.

Objective 1: Complete confidentiality policy.

Objective 2: Develop system for program evaluation.

Objective 3: Review program measurements and develop evaluation partnership with neighborhood offices and coalitions.

GOAL 3: Develop working job description for all staff.

Objective 1: Improve center communication. Continue to work with IRNE project to get outer offices connected to high-speed Intranet services.

GOAL 4: Establish Center Advisory Committee.

Objective 1: Identify mission of committee. Recruit committee members. Implement committee.

CPC: Graffiti Abatement Program

Goal 1: Recruit new graffiti abatement coordinator.

Goal 2: Implement Shared Graffiti Database.

Objective 1: Receive input from community stakeholders and available groups.

Objective 2: Coordinate efforts with community and agency partners.

Objective 3: Disseminate information on graffiti database.

Objective 4: Train stakeholders on database.

Objective 5: Coordinate police “special operations” for target areas. Make database accessible to police and DA’s.

Goal 3: Continue funding from Parks Bureau for graffiti abatement.

Objective 1: Create inter-agency agreement.

Objective 2: Identify and clean of graffiti in Portland parks.

CPC: Liquor License Program

GOAL 1: Increase Public Awareness of Liquor License Process.

Objective 1: Develop neighborhood liquor profiles.

Objective 2: Provide training to neighbors on how to address problem locations.

Objective 3: Increase level of knowledge of neighbors on liquor license process.

Goal 2: Complete Liquor License Advisory Group (LLAG) Report.

Objective 1: Submit report to council.

CPC: Neighborhood Crime Prevention

Goal 1: Clarify and Enhance Crime Prevention Program Problem-Solving Methodology and Capacity.

Objective 1: Develop crime prevention problem location case management protocols.

GOAL 2: Increase Training and Technical Assistance Capability.

Objective 1: Continue to provide training and technical assistance to community organizations, business, and neighborhood associations.

Objective 2: Update and expand crime prevention training curriculum.

CPC: Community Partnerships

Goal 1: Enhance partnership between Coalition offices and Crime Prevention Program

Objective 1: Collaborate with coalitions to identify potential funding opportunities for public safety and crime prevention.

Objective 2: Develop roles, responsibilities, and protocols for addressing livability and crime issues.

GOAL 2: Maintain Partnership with Portland Police Bureau to Increase Public Safety.

Objective 1: Develop training protocol with Detectives Division.

Objective 2: Continue partnerships with Operations, Investigative and Operational Support Division.

Objective 3: Participate in the Neighborhood Response Team.

Objective 4: Participate in PPB advisory groups.

GOAL 3: Work with Neighborhood Associations to Provide Information and Services to Neighbors that Address and Resolve Crime Livability and Issues.

Objective 1: Provide neighborhood associations with information on crime related problems.

Objective 2: Assist neighborhood associations in resolving crime and livability issues. Disseminate information to associations on crime. Train associations on crime prevention techniques. Link associations to appropriate resources to resolve crime and livability issues.

Objective 3: Develop outline for neighborhood public safety plans.

Objective 4: Assist neighborhood associations in identifying priority public safety needs.

GOAL 4: Maintain Communication and Collaboration with other City Bureaus.

Objective 1: Assist other City Bureaus with incorporating Crime Prevention through Environmental Design principles.

Objective 2: Explore development of a city ordinance that incorporates CPTED principles into new building designs.

Objective 3: Provide city bureaus with marketing material describing the types of services provided by the crime prevention center.

GOAL 5: Collaborate with County Departments on Public Safety Initiatives

Objective 1: Participate in Local Public Safety Coordinating Council.

Objective 2: Participate in the Hispanic Youth Gang Task Force.

Objective 3: Participate in Multnomah County Embrace.

GOAL 6: Maintain Communication with Business Associations on Crime Issues and Crime Prevention Techniques.

Objective 1: Disseminate crime prevention information to business associations.

Objective 2: Provide public safety and training and technical assistance to business associations.

Goal 7: Develop and Maintain Positive Relations with Media

Objective 1: Provide media with crime prevention and community livability PSAs, updates.