

City of Portland - Office of Neighborhood Involvement  
Bureau/Budget Advisory Committee (BAC) Summary Notes  
November 15, 2010

**In Attendance:**

Christina Albo (Resolutions NW), Katy Asher (NECN), Richard Bixby (EPNO), Sylvia Bogert (SWNI), April Burris (North Tabor), Jan Campbell (Disability Commission), Carol Carmack (RNW), Betsy Coddington (Resolutions NW), Paige Coleman (NECN), Donita Fry (NAYA), Vicki Hersen (Elders in Action), Oleg Kubrakov (IRCO), Cliff Leonardi (RNW), Tom Lewis (Centennial/EPNO), Arolia McSwain (NPNS), Jane Netboy (Goosehollow), Jerry Powell (Goosehollow/NWNW), Midge Purcell (Urban League), Tom Schaper (Ashcreek/SWNI), Doretta Schrock (NPNS), Mark Sieber (NWNW), Angela Southwick (NWNW), Alison Stoll (CNN), Bob Ueland (Hollywood/CNN), Fern Wilgus (Laurelhurst NA).

**ONI Staff:** Amalia Alarcón de Morris, Katherine Anderson (Crime Prevention), Amy Archer, Michael Boyer (Crime Prevention), Celeste Carey (Crime Prevention), Nickole Cheron (NRC), Brian Hoop (NRC), Paul Leistner (NRC), Dennis LoGiudice (Info & Referral), Michelle Pellegrin (ONI Intern), Stephanie Reynolds (Crime Prevention), Jeri Williams (NRC)

**Facilitators:** Elizabeth Erickson, Lisa Reed Guarnero, Anthony Jackson, Sandra Jackson

**Welcome and Introductions**

The group discussed in small groups to identify some uncommon commonalities within their group, followed by general introductions.

Elizabeth welcomed and introduced Anthony and Sandra Jackson to the meeting, stating that they were volunteering to provide support to facilitate small group discussions when appropriate.

The following goals were identified for this meeting:

- Finalize Guidelines
- Program Updates completed
- Program Prioritization approved
- Next Steps understood for budget package development

**Resource Sharing/Announcements**

- Resolutions NW is currently recruiting for their volunteer training program. Anybody interested in receiving free mediation training and receiving a one-year mentorship in exchange for volunteer mediation services should apply by Friday November 19<sup>th</sup>.

## **Meeting Schedule**

As discussed at the November 1<sup>st</sup> meeting, Amalia had presented a goal of trying to make key decisions for the ONI budget in December in order to do as much budget work as possible prior to Amy Archer's leave in January. There were some prior years where the timeline was compressed and work completed in December. The BAC agreed to have a subcommittee consider the meeting schedule and make recommendations. The subcommittee recommended:

- Add a meeting on Monday December 6<sup>th</sup> from 5:30-9:00pm
- Extend meetings on December 13<sup>th</sup> and 20<sup>th</sup> until 9:00pm
- Encourage folks to come early for food at 5:15pm if possible, with meeting starting by 5:40pm.

Amalia stated that the Office of Management and Finance is anticipating having budget instructions released by the end of the week (November 19<sup>th</sup>). The following concerns were raised:

- Concern about going so late to 9:00pm. Willing to live with it but it seems too long/late. The group agreed that if after the December 6<sup>th</sup> meeting it seemed too late that we could reconsider and change the other meetings.
- NE and SE may not be able to come to the December 6<sup>th</sup> meeting due to conflicts.

ACTION: After discussing the concerns, the group voted and agreed to adopt the subcommittee recommendations.

## **BAC Guidelines/Criteria**

The group reviewed the changes made during the last meeting (copy attached to these notes). The "City goals" was left in as it was identified that the City still posts these goals on the website and will use them until broader strategic planning is completed.

ACTION: The group voted and adopted the guidelines as drafted.

## **Program Overviews**

Each ONI program provides a brief program update to summarize their program services and provide any highlights over the past year. Program summaries are provided in the budget notebooks and also online at <http://www.portlandonline.com/oni/index.cfm?c=53444>. The notes below are just brief highlights of the presentations. Please refer to the program summaries online for more details.

## **Labor Management Committee**

Celeste Carey provided a brief overview of the Labor Management Committee, a group of ONI management and labor staff that meet regularly to cooperatively discuss overall workplace environment and resolve problems jointly. Management members include Amalia Alarcón de Morris, Amy Archer, Stephanie Reynolds and John Dutt. Labor members include Celeste Carey, Katherine Anderson, Susan Barr, and Dennis LoGiudice. Many representatives are involved in the ONI BAC as well.

### Resolutions NW – Mediation and Facilitation Services

Betsy Coddington gave a brief overview of the mediation and facilitation services provided through the ONI program. She lead an exercise of selecting an animal listed (ostrich, turtle, weasel, gorilla, sheep, giraffe, lemming, hyena, shark, or fox) and described what each of the animals represented regarding different conflict styles.

The RNW volunteer facilitators provided a demonstration of a role play regarding a tree trimming conflict between neighbors as an example of a type of issue that is addressed through the mediation program.

Christina Albo stated that implementing some fee-for-service has allowed RNW to maintain service levels through the budget cuts over the past 4 years. Everyone is stretched pretty thin as demand has not decreased. Volunteers contribute many hours to leverage the dollars received from the City.

### Neighborhood Program/Coalitions

Paige Coleman and Angela Southwick presented information regarding the services provided by the Neighborhood Coalitions in support of the Neighborhood Program, including:

- The neighborhood system includes 95 neighborhoods that are all local volunteers serving their local areas. Neighborhoods work on a wide range of projects based on the interest of those involved. Examples include:
  - Community events – picnics, parades, resource fairs, tours, etc.
  - Partnering with Business Associations for larger events or issues
  - Developing local neighborhood plans and visioning events
  - Influencing policy and funding decisions impacting their area or the City
  - Projects that help neighbors such as Blue Door Project where neighbors help other neighbors with yard work
  - Matching funds at farmers markets
  - Food drives
  - Safer/healthier communities supported through activities such as public safety action committees.
  - Neighborhood Cleanups
  - Solarize Portland project providing bulk purchase of solar panels.
  - Developing leadership skills
  - Hearing about issues effecting the community
  - Incubating community based projects
- There are 7 neighborhood coalition offices, 5 of which are non-profits and 2 that are City-run offices. These offices provide support to the neighborhood system and opportunities for the community to engage on a range of issues. They assist individuals, organizations and businesses within their established geographic area. Established goals include:
  - Strengthen community capacity
  - Increase the number and diversity of people involved in neighborhood and community
  - Foster networking and collaboration

- Encourage and facilitate communication
- Provide information and referral assistance
- Collaborate with ONI programs
- During FY2010, activities included:
  - Welcomed over 30,000 people to meetings
  - 1,400 efforts to engage with people under engaged
  - 1.5 million newsletters/communications
  - Leadership training
  - Support for neighborhood meetings
  - 92 community grants for over \$200,000
  - Fiscal sponsorships for local groups/activities
  - Serving as custodian of public records

Paul Leistner provided a brief overview of ONI's staff role providing support to the neighborhood system, including just a few recent highlights (despite a reduction in staff time due to budget cuts):

- Work with coalitions to develop guides and tools, particularly with problems that come up repeatedly but in different areas.
- Researching and connecting with other cities
- Citywide leadership development trainings

#### Diversity and Civic Leadership Program (DCL)

Jeri Williams presented a brief overview of the Diversity and Civic Leadership Program. As of November, she has been providing staff support and oversight for the program since its start 4 years ago. The goal is to develop leadership from groups under-represented/under-engaged in the City's engagement system. These are groups that are not defined by geographic boundaries. This fiscal year, the programs (previously split into the DCL Academy and the DCL Organizing Project) merged into a single DCL Organizing Project (DCLOP). The funding is split equally 5 ways to the partners that include: NAYA Portland Youth and Elders Council, Immigrant and Refugee Community Organization, Urban League, Latino Network and Center for Intercultural Organizing. Each agency operates a bit differently based on their strengths and needs of the community they serve, as well as working collectively as a group. Recent involvement opportunities have included work on:

- Immigrant rights and disparities
- The Portland Plan with the Bureau of Planning and Sustainability – so the community understands what the needs are and the planning meetings are improved so they are more relevant.
- A Native American Advisory Committee with Parks to improve impact and lessen disempowerment.
- The Public Involvement Advisory Council
- The 2010 Census resulting in great turnout
- Involvement in formal Commissions, with 29 new people on commissions from the program.
- Communities of Color report showing disparities

- The Equity TAG for the Portland Plan to help define an equity lens to be used in decision making in the future.

The DCL program is unusual and innovative in that it is supported by City government and in collaboration with communities of color. The two are working together rather than in competition.

### **Immigrant and Refugee Community Organization (IRCO)**

Oleg Kubrakov provided a brief overview of the DCL program at IRCO. The goal is to improve community involvement with a focus on communities of color, immigrants and refugees. Oleg participated in one of the leadership workshops provided by IRCO and has since become more involved. He came from Russia 5 years ago and based on his experience there the government would frequently make promises and nothing would ever happen. For immigrants coming to Portland, the leadership workshop helps tell them that they will have a voice in government. There are over 150,000 Slavic people alone in the area. This workshop provides an opportunity for them and for all immigrants and refugees to learn how to have their voice heard.

### **NAYA – Portland Youth and Elders Council**

Donita Fry provided a brief overview of the DCL program at NAYA. Portland has the 9<sup>th</sup> largest Native population with over 380 tribal affiliations. Within their community, they like to come together with other Native people. The Youth and Elders Council was formed to bring a voice from their community on issues before the DCL program existed. The goals include decreasing poverty and focusing on community organizing and advocacy. Native American history is all of our history. DCL partners also come together across all jurisdictions to talk about needs and issues that effect us such as racial equity, jobs, housing, etc. The goal is to help people be empowered to engage in issues that effect all of us. Donita stated that she frequently uses “power of 1, power of 5” – be the change you want to be, then tell 5 people, and they tell 5 people, and so on and so on as you build a coalition that impacts change.

### **Urban League**

Midge Purcell provided a brief overview of the DCL program at the Urban League. Although the Urban League has been involved in advocacy and civic engagement issues, with the investment from the City and resulting changes from the work being done the focus in this area has grown and become more significant with staffing in her department growing from 1 to 5 people. It has been about 1 year since they released the State of Black Oregon report, which was followed by involvement with the work by the Coalition for Communities of Color, which has opened some doors. The reports show the disparities and what we need to do to change it. Their priorities have been to focus on education, health equity and workforce. Work has included policy briefings (data collection, analysis, and recommendations), community empowerment, candidate forums, leadership development and an equity toolkit. One of their leadership development tools has been development of a social justice and civic leadership training “Pathways to Power”, which is intended for people that are interested in running for office. Midge stated that there are 100 Urban League organizations and there is nothing like the partnership and innovative program that we have here in Portland.

## **Center for Intercultural Organizing (CIO)**

Lisa Reed Guarnero provided a brief overview of the DCL program at CIO (she is filling in for Kayse Jama who is doing a pilgrimage in Africa for a month). CIO just had their 4<sup>th</sup> class of leaders emerging from their training program. They also just had a 2<sup>nd</sup> retreat with 20 people from 15 different countries and she was amazed by the energy and inspirational learning that is taking place with these people. Lisa was a graduate of the 2008 Pan-Immigrant Leadership and Organizing Training (PILOT). She had been in the US for 50 years but did not feel like she had a voice so just gave up until she had the opportunity to learn differently through PILOT. The focus is on first generation immigrants and refugees (people not born in the US). She could see the ripple of understanding in the training as people learned that they have the right to participate and obligation to do so for those who cannot speak up. Her experience is just a sample of the great work being done as we build a movement with a great impact on policy and ensuring equity.

## **Program Prioritization**

Amy Archer provided a summary of the program prioritization process. Refer to slides 2-3 in the attached presentation for more information. In the last two fiscal years, Council and the Office of Management and Finance have required bureaus to prioritize their programs as part of the budget submission and the same will be required this year. The goal is that the prioritization would inform decisions regarding potential cuts. Last FY the ONI BAC completed the prioritization based on programs that are most core to ONI mission/goals and community needs. Since that time there have been no program changes or revisions to the mission or goals for the bureau. The prior year's prioritization was presented for consideration and decision on whether to do another prioritization exercise or accept last year's for the current year. Following are some of the general group discussion:

- One member stated that in reviewing old documents, the mediation center has been part of the system from the beginning and is an important service as part of the system.
- One member asked how Resolutions NW is overseen. Amy responded that they are managed as part of a grant agreement, similarly to how other partners such as Coalitions are managed under agreements. The agreement defines the requirements and services provided. Any concerns that cannot be addressed directly with RNW should be brought to Amy for review.
- Public Involvement program is a citywide benefit so how does that factor in?
  - Amy responded that as part of the FY11 budget process Council recognized the program as providing a citywide benefit and is moving it to overhead funding model in the FY12 budget. The may safeguard the program from cuts this year but does not generate funds for ONI.
  - Could the DCL programs or other public involvement move to overhead as well since it is a citywide benefit? Amalia responded that we have advocated for bureaus to contract directly with Coalitions, DCL, RNW, etc when appropriate. It would be difficult to justify the complete programs for

overhead funding, nor would it be beneficial as it may require changes and less discretion for us to prioritize the services provided.

- Although ONI prioritized the programs, we did not simply cut the lowest ranking programs. It did inform what was funded with one-time instead of ongoing funds in FY10. However, all programs took cuts including deep cuts to the highest ranked programs. This is an exercise primarily to meet the OMF instructions.
- One member stated that they felt that Public Involvement and Effective Engagement programs were more closely linked with Civic Engagement programs and disagreed that Crime Prevention would be ranked #2.
  - Several confirmed that during the last prioritization that #1 and #2 were very clear leaders. The remaining programs were much closer but it was clear that the majority felt that Crime Prevention fell as #2 ranked priority.
- All programs are important programs, but they still must be prioritized for the budget.
- The process last year was very thorough and the majority of participants were involved previously. One new member stated that they liked the idea of the full process but in looking at the ranking felt that they would result in the same rankings as listed.
- It was suggested that perhaps we should do ranking every other year and when there are significant changes to mission or program organization.
- The prioritization may be helpful for other program purposes so this could be revisited when necessary for other program purposes.

**ACTION:** The group voted and agreed to accept the prioritization as listed below (there were 3 yellow votes, all indicating they could live with the decision):

- 1) Civic Engagement & Leadership Development (includes Disability, Diversity and Civic Leadership, Elders in Action, and Neighborhood/Coalition)
- 2) Crime Prevention
- 3) Public Involvement Best Practices
- 4) Effective Engagement Solutions
- 5) Neighbor Mediation and Facilitation
- 6) Information and Referral
- 7) Graffiti Abatement
- 8) Liquor Licensing

### **Review of Prior Year Cuts & Budget Package Instructions**

Amy Archer provided a brief summary of the budget cuts made in prior years. All programs faced cuts in prior years. Refer to slides 4-8 in the attached document for the summary information.

Amy provided a brief summary of potential budget package instructions for this year. Refer to slides 8-10 in the attached document for the summary information. ONI anticipates that we will need to plan for cuts similar to prior years. The sample instructions provided were based on the process we used the past several years where each program/partner evaluated their own programs to determine the impacts of various

levels of cuts. ONI then compiled that information and the group reviewed it to determine appropriate cut packages. Amy stated that we should get clearer instruction from OMF by the end of the week, and at that time would send out instructions to the group. The goal would be to complete the exercise and return to Amy by December 2<sup>nd</sup> in order to compile and provide to the BAC at the next meeting.

**BAC Discussion:**

- Commissioner Fritz will be at the December 6<sup>th</sup> meeting, which will be helpful for providing some strategic input as we consider options.
- The group was reminded that the Crime Prevention position cut for FY2011 was a union represented position and was supported by the BAC as well as the union given the circumstances.
- Why were small grants not requested for funding in FY2011? There is always strategy on what is requested based on the funding available and what the Commissioner is willing to support. In FY2011, ONI did request funding restoration of the small grants but it did not receive funding.
- Do we look at funds from grants such as FEMA? When looking at cuts, we are only looking at general fund dollars. Although grants may fund specific projects or activities, ONI does not receive much funding that way and the bulk of our budget is general fund.
- The budget package exercise has worked well in prior years.

**ACTION:** The group agreed to proceed with the proposed timeline for budget package instructions.

**IMPORTANT NOTE:** Since the meeting, the budget instructions from OMF were at a lower percentage than originally anticipated so the budget package instructions were modified slightly based on review with the BAC Steering Committee. ONI is focusing on developing an internal proposal to meet the potential cut requirement of 1.5% and will present it at the December 6<sup>th</sup> meeting for consideration and feedback. Other participants are still encouraged to forward any other cut recommendations to Amy Archer ([amy.archer@portlandoregon.gov](mailto:amy.archer@portlandoregon.gov)) by December 2<sup>nd</sup> and to be ready to present any ideas at the BAC meeting on December 6<sup>th</sup>. If we are unable to identify enough cut to reach the target then a broader cut exercise will be required.

**Future Agenda items:**

- Budget package development
- Budget Package approval
- Strategy

**Next Meeting: Monday, December 6, 2010, 5:30pm-9:00pm – Portland Building Room C**





CITY OF

**PORTLAND, OREGON**

OFFICE OF NEIGHBORHOOD INVOLVEMENT

*Promoting a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe and livable neighborhoods and communities.*

**AMANDA FRITZ, COMMISSIONER**  
Amalia Alarcón de Morris, Bureau Director  
1221 SW 4th Avenue, Room 110  
Portland, Oregon 97204

## Office of Neighborhood Involvement

**DRAFT November 15, 2010**

Deleted: from Budget Advisory  
Committee FY2010-11

### If this is a successful process, we will:

- Develop a common understanding of the bureau and the budget
- Have confidence in the transparency of the process, decisions and resulting budget
- Make good use of everyone's time
- Be creative and innovative
- Reflect community needs
- Represent all communities
- Keep the big picture in mind
- Make consensus decisions
- Maintain our sense of humor
- Identify opportunities to collaborate with one another
- Make personal commitments to engage fully:
  - Come to every meeting
  - Touch base with someone else if you cannot attend a meeting
  - Be prepared; do your homework
  - Be respectful
  - Be open and honest
  - Ask the hard questions and hear the answers
  - Speak up, at the moment it's relevant
  - Be accountable
  - Respect the consensus that has been built
  - We can't fix what we don't know about. If you have a concern, bring it to us so we can seek a solution together as part of this process.

Draft as of 11/15/10



Office of Neighborhood Involvement  
DRAFT November 15, 2010

Deleted: from Budget Advisory  
Committee FY2010-11

**A good ONI Budget will:**

- Meet ONI's mission
- Respond to the City's goals, directives, priorities and initiatives
- Promote social, economic, and environmental equity
- Support the Five-Year Plan to Increase Community Involvement
- Meet the diverse needs of our many constituents
- Earn support of community partners
- Maximize resources
- Give ONI and partners tools and resources to succeed
- Build in performance measures and clear outcomes
- Identify evidence and trends to solidly support our requests
- Model transparency and accuracy
- Embrace change: forward thinking, groundbreaking
- Be strategic

Deleted: Support the

Deleted: and focus areas

Draft as of 11/15/10

# ONI Budget Advisory Committee

FY2011-12 Budget Development  
November 15, 2010

ONI BAC - FY2011-12  
Development

November 15, 2010

## FY11 Program Prioritization

- All ONI programs are important.
- Ranked based on most core to ONI mission/goals and meeting community needs.
- Kept “like” programs together –programs serving same function but with different constituencies

ONI BAC - FY2011-12  
Development

November 15, 2010

## FY11 Program Prioritization

Program	Priority
Civic Engagement & Leadership Development, including: Disability, Diversity and Civic Leadership, Elders in Action, Neighborhood/Coalition	1
Crime Prevention Program	2
Public Involvement Best Practices Program	3
Effective Engagement Solutions Program	4
Neighbor Mediation and Facilitation Program	5
Information and Referral Program	6
Graffiti Abatement Program	7
Liquor Licensing Program	8

ONI BAC - FY2011-12  
Development

November 15, 2010

## Summary of prior year approach

- FY 10 Diversity and Civic Leadership Program held harmless (no cuts)
- Did not simply eliminate the lowest ranked program(s)
- FY10 One-time funding realigned based on core to mission/goals – Graffiti & Mediation moved to one-time funds
- All programs took cuts, including no cost of living increase for 2 years.

ONI BAC - FY2011-12  
Development

November 15, 2010

## FY2010 Major Cuts/Decisions

- Partner cuts 5%-8% - Coalitions, Mediation/Facilitation, Elders in Action
- ONI Materials and Services cuts –all programs ranging from 2%-10%
- “Right budget” included 50% cut to Graffiti but Council restored to fund full program

ONI BAC - FY2011-12  
Development

November 15, 2010

## FY2011 Major Cuts/Decisions

Description	Cut
Small Grants reduced grants by 50%	\$73,855
Crime Prevention eliminated 1 FTE	\$66,192
Materials and Services reductions	\$25,823
Temporary 1 year reductions: (ONI staff voluntary reductions, Mediation 2%, small grants)	\$55,290
One-Time reduced – Graffiti with 17% cut, Mediation with 2% cut	\$74,612

ONI BAC - FY2011-12  
Development

November 15, 2010

## Facts about ONI budget

- Most programs are under-funded
- Majority of budget funds staff/positions (at ONI and at partners)
- Eliminated position may mean eliminated program
- Materials and Services:
  - Minimal - repeated cuts eliminated majority
  - Must maintain some for unanticipated expenses (unemployment, OMF/Council decisions impacting bureaus)

ONI BAC - FY2011-12  
Development

November 15, 2010

## What is needed for FY2012?

- Prepare for cuts:
  - FY10 was 4% (approx \$220,000)
  - Possible combination of ongoing/temporary
- One-time request –
  - Graffiti (100% one-time)
  - Mediation/facilitation (50% one-time)
  - Other – small grants (request unsuccessful prior year, may not be allowed)

ONI BAC - FY2011-12  
Development

November 15, 2010

## Budget Package Instructions

- Each program/partner evaluates their own program for potential cuts.
- Evaluate tentative cut levels: 1%, 3% and X% (no longer viable)
- Submit own program cut ideas to Amy/ONI by Dec 2<sup>nd</sup> – compiled for Dec 6<sup>th</sup> meeting.
- General cut ideas also welcome – compiled for a future discussion

ONI BAC - FY2011-12  
Development

November 15, 2010

## Sample Budget Exercise Questions

- How much is a X% cut in dollars?
- What would you cut if your program had to make a X% cut?
- What impact would that cut have on your services to the public?
- What impact would that cut have on your staffing levels?
- At what percentage cut would your ONI funded program be unable to meaningfully exist and no longer be viable? If not already listed previously as 1% or 3% answer the same questions for that X%

ONI BAC - FY2011-12  
Development

November 15, 2010