

Problem Statement	Issue	Suggested Solution/Remedy	Source of Ideas	Existing Bureau Policy that matches/Bureau Name
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Public Involvement Task Force

Process Design Workgroup

Summary of Problems, Issues and Solutions

Charge: Ensure flexibility in designing and implementing public involvement efforts to respond to unique characteristics of specific projects requirements, geographical, and constituent needs, state and federal mandates, etc.

Below is a summary of comments received to date broken down into problem, issue and solution statements. Source of ideas lists what constituency/summary document the idea originated from along with known examples of good models. This is meant to help each workgroup begin discussion and prioritization on the broad range of ideas. Sources of ideas do not necessarily support all bulleted ideas in that row. Some concepts duplicated in other workgroup summaries.

This is organized into three sections. This is just a first attempt to sort them into a structure we can work with:

1. Process by which to direct a project into a budgeting, public involvement or public information process.
2. Process by which a bureau would design a public involvement process.
3. Process by which a bureau would implement the public involvement process.

First Stratum: Process by which to direct a project into a process: i.e. Is this part of annual budgeting? Does this need project require public involvement or public information process?

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Public is not adequately involved in needs assessment and prioritization of City projects.	A high priority identified in public comment is desire to engage public in needs assessment upfront to determine whether, how much, who and what kind of public involvement is needed. Should be regular, predictable, formal means of bringing forward neighborhood issues/opportunities to City's attention.	<ul style="list-style-type: none"> • Re-establish Neighborhood Needs Assessment program by which Neighborhood Associations work with City staff. • Provide a common template the public can understand for project assessment. i.e. Assessing intensity of community response. What are economic, social, political, costs to community? • Develop a public involvement needs list to be used by project managers with core criteria that can be added onto. 	PI consultants mtg. NW/SW neigh. Mtg. Inner SE neigh. Mtg. City staff mtg. North/NE mtg. Central NE/East mtg. Feb. 25 th meeting	

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Public do not understand how City decides which projects deserve public involvement process. Some do and some don't.	No citywide criteria exists for deciding which types of projects should require public involvement processes and which ones do not warrant the expenditure of resources. Public needs template to understand overall structure of types of projects City makes decisions on to help put their issues into a context. City should be able to assess which issues are likely to be controversial with organized constituencies.	<ul style="list-style-type: none"> • Use flow chart initiated by Laurel Butman as a starting point. • Consider categorizing project types into: Legislative, Administrative, and Community Organizing (Ethan Seltzer) or Capital Improvement Projects, planning, policy, etc. • Establish criteria based on project budget, set a monetary threshold for committing increasing resources. • Base criteria on key assessments: the higher social/economic impacts result in increased public involvement effort. 	PI consultants mtg. NW/SW neigh. Mtg. City staff mtg.	
Never enough resources to implement quality public involvement effort.	Resources need to be commensurate to size and complexity of issue or project that allow for thorough public involvement effort. Insufficient commitment of resources often leads to compromised process.	<ul style="list-style-type: none"> • Require a percentage of project budget to be dedicated to public involvement, i.e. like 1% for the arts, dedicate % to public involvement. <i>(Research typical PI budgets for range of projects.)</i> • At a minimum establish line item in bureau or project budgets for public involvement at the beginning of a project development. <i>(This would assist with transparency, allow measurement of bureau commitment to PI.)</i> 	PI consultants mtg. African-Ameri. Mtg. City staff mtg. Latino Network/ APANO mtg. Feb. 25 th mtg.	
Expectation that Neigh. Assocs. will do outreach for City w/o providing adequate resources.	City should not rely on/assume Neighborhood Associations to provide needed outreach to residents in a neighborhood. NA's not given adequate resources.	<ul style="list-style-type: none"> • Establish that Neighborhood Associations are primarily an opportunity for public engagement in democratic deliberative process. • Establish procedures for compensating Neighborhood Associations/Neighborhood Coalitions for assistance with notification and outreach related to a specific project. 	NW/SW neigh. Mtg.	
Bureaus are able to spend money on major projects without/with minimal public involvement.	The release of funding for major projects should be contingent on meeting very specific public involvement requirements. Model is federal Ryan White Act funding for	<ul style="list-style-type: none"> • Develop public involvement plan "check list". Before releasing funds for (what types of projects) City bureaus must meet public involvement requirements including support from (public councils, neighborhood 	Inner SE Mtg. Random comments Federal Ryan White funding requires citizen planning to	

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	AIDS work that must go through local Regional Planning Councils. Council has diverse representation, which would be needed for neighborhood associations.	associations, community groups).	release funds	
<i>Public should have right to stop a project if its not in the best interest or adversely impacts the community.</i>	<i>Business and neighborhood groups want the ability to stop a project (veto) that they deem will adversely impact the community.</i>	<i>Require approval from Business and Neighborhood Associations before a project within their geographic area is approved and funded.</i>	<i>Business Assoc mtg. Random comments City Milwaukie, OR</i>	
<i>Councilors and bureaus not providing ongoing public input into the development of City budget.</i>	<i>Ongoing Bureau Advisory Committees (and even advisory committees for Commissioners) provide a direct opportunity for public involvement in the development of a bureau's budget and policies.</i>	<ul style="list-style-type: none"> • <i>Require Bureau Advisory Committees for all City bureaus that are empowered to provide advice on the development of the bureaus' budgets and policies.</i> • <i>Provide for Advisory Committee to form a minority report on major disagreements regarding bureau budget or policy.</i> • <i>BAC's advisory directly to Directors of bureaus.</i> 	<i>Business mtg. Random comments Feb. 25th mtg. Norway requires CAC's on major projects.</i>	
<i>Business groups and other stakeholder groups not approached for input and advice on major budget and policy issues.</i>	<i>Bureaus not checking in with stakeholder organizations to review budgets and attempt to resolve differences before going to Council.</i>	<ul style="list-style-type: none"> • <i>Require bureaus to contact and attempt to meet with Business, Neighborhood Associations and other stakeholder constituency groups impacted by specific budget items to identify concerns and attempt to resolve conflicts where possible.</i> 	<i>Business mtg.</i>	
<i>Advisory Committees, Boards and Commissions stacked with pro-bureau participants. Too many staff. Youth, renters, people of color, etc. are often not represented..</i>	<i>Seeking diverse representation on the many City advisory committees, boards and commissions will go a long way towards building relationships with Portland's many communities and limiting conflicts down the road. Need both pro and con positions represented on committees.</i>	<ul style="list-style-type: none"> • <i>Bureaus set goals for representation on City boards and commissions, bureau advisory committees, etc. to include youth, people of color, immigrants and refugees, low-income renters, people w/disabilities, gay/lesbian, Neighborhood and Business Associations, etc.</i> • <i>Charge Affirmative Action Office to review representation on City boards and commissions, advisory committees.</i> • <i>Set limits on how many staff can serve as a percentage of participants on committees.</i> 	<i>Youth mtg. North/NE mtg. Feb. 25 community mtg.</i>	

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Second Stratum: Process by which a bureau would design a public involvement process.

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Public not clear on the purpose of why they're being asked to get involved. Staff not always clear what expectations are for them to follow.	Public involvement staff need clear directions from Project Managers on purpose of project's PI process to incorporate into process design. How does it fit into overall Citywide plans? What is expected of staff?	<ul style="list-style-type: none"> Standard could require bureau public involvement plans to clarify the following: <ul style="list-style-type: none"> Type of process: info only, advisory, or involvement in decision-making. Identification of appropriate audiences. Clear timelines and schedule of key actions. How decision will be made and by whom. Frame issues/questions in context of broader Citywide plans <i>Outcome of this effort should include outline of expectations for staff in performing their jobs. i.e. what kind of relationship do staff need to have with neighborhood associations? What do we mean by diverse outreach? What are parameters for staff to decide to alter PI effort?</i> 	City staff mtg. Central NE/East mtg. Random comments	
Public needs to be engaged at very beginning. Seems like decision is made already when public invited in. Don't know how decision is going to be made, when, by whom, and how I can get involved or respond.	Provide early notice and timeline that helps public understand at what points in a PI process their input is needed, how it will be used, and by whom. This builds a more transparent process.	<ul style="list-style-type: none"> Require PI policies or individual project plans to provide early notice and printed overview with timeline that answers the following: <ul style="list-style-type: none"> What is the decision to be made? Who is making the decision? When is the decision being made? How will public input be used? How can I provide input? When? Establish triggers that help a bureau know when they should provide early notice, i.e. when a staff project manager is assigned. 	PI consultants mtg. African-Amer. Mtg. Business mtg. NW/SW neigh. Mtg. Inner SE neigh. Mtg. City staff mtg. Latino Network/ APANO mtg. Central NE/North mtg. Random comments Feb 25 commun mtg.	
<i>Don't know when public involvement stops and decision-making is final.</i>	<i>Provide clear demarcation at which point decision-makers decision is final thus signaling bureau's responsibility</i>	<ul style="list-style-type: none"> <i>(Similar to above.) Require project public involvement plans to clearly note at what point is bureau's public involvement process over and</i> 	<i>Central NE/East mtg.</i>	

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	<i>for public involvement is over. Recognize democratic process provides public the right to continue to advocate for their position.</i>	<i>Council (or whoever decision-maker is) decision is final.</i> <ul style="list-style-type: none"> • <i>Make it clear to stakeholders if there is a right to appeal, to whom, timelines, and any other requirements.</i> 		
Timeline for public involvement is too short and too late for public to comprehend issues and formulate opinions.	Public needs adequate time mobilize their organizations to research an issue, educate each other about issue, to deliberate, form collective opinions, and develop responses.	<ul style="list-style-type: none"> • Require minimum advance notice of 45 days before final action is taken by whomever decision-making body is that allows opportunity for individuals and organizations to respond. Current Code 3.96 requires minimum 30 days notice. • If it requires Council approval perhaps more time needed. 	PI consultants mtg. Comm. of color mtg. African-Amer. mtg. Inner SE neigh. Mtg. Latino Network/ APANO mtg. North/NE mtg. Central NE/East mtg. Random comments	
Staff not provided enough advance time to plan out PI process.	Time spent upfront in designing a quality public involvement process almost always results in a better end product.	<ul style="list-style-type: none"> • Best practice idea to establish realistic time for the following: <ul style="list-style-type: none"> • To outline strategies and meet project goals. • To scope project (what it is and what it isn't.) • To include collaboration with other professionals and PI staff • To reflect on the input received before making final decisions. 	City staff mtg.	
Not enough time during bi-annual budget process for public to become informed participants.	Public needs adequate time after release of proposed city budget to research and comprehend how it impacts their constituency.	<ul style="list-style-type: none"> • Require minimum number of days between when proposed budget is released and final decision by Council. (i.e. 60+ days. ???) • Increase education and training on how the City budget is organized, how decisions are made, how people can impact process. Specifically put tutorial on web, printed outline and/or provide overviews before each public budget workshop. 	NW/SW neigh. Mtg.	
Want to be able to provide input throughout lifecycle of a project.	Ideally public should be involved with problem identification, provided ongoing opportunities for input right	<ul style="list-style-type: none"> • Design multiple opportunities for public input through out project including: problem identification, approval for project, project 	Business Assoc. mtg. City staff mtg. Random comments	

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	up to testimony before final decision-makers.	design, project implementation. <ul style="list-style-type: none"> Provide early notice of stages when input can be made. 		
Rigid rules would limit staff ability to respond to unique needs of constituencies. Need flexibility.	Public involvement workers need flexibility with time to respond to unique needs of various constituencies, changes in program, state and federal mandates, etc.	<ul style="list-style-type: none"> Provide honest assessment of potential circumstances that would alter original PI plan: <ul style="list-style-type: none"> Respond to community needs. Change of schedules or approaches. Respond to new, fresh information. Recognize you need more time. Recognizing changes happen, establish criteria to use for allowing significant alterations in PI plans. Inform stakeholders of circumstances that led to change in workplan. 	City staff mtg. Latino Network/ APANO mtg. Central NE/East mtg. Random comments	
Key constituencies often left out of public involvement efforts on issues important to them.	Stakeholder lists need to be defined early on based on criteria such as economic and geographic impact. Lists needed for early notification efforts.	<ul style="list-style-type: none"> Require project to identify stakeholder/constituency groups they are targeting based on appropriate criteria such as: economic, geographic impacts. 	PI Consultants mtg. City staff mtg. Latino Network/ APANO mtg.	
Difficult to understand how one project's PI process compares with others.	Need ability to quickly reference a project and compare and contrast with other City projects.	<ul style="list-style-type: none"> Provide common format for a quick reference outline of all active public involvement efforts including: <ul style="list-style-type: none"> Description of project Decision-making timeline Project Type: capital, planning, policy. Is it public info or public involvement. What is estimated project budget? Contact info for staff. 	NW/SW neigh. Mtg.	
Key stakeholders not utilized for designing the PI process itself.	Involving key stakeholders in designing the public involvement process itself could help build ownership and support for outcomes.	<ul style="list-style-type: none"> Require Bureau Advisory Committees or ad-hoc key stakeholders be involved in design of process before they're implemented. 	City staff mtg.	
Project managers	PI staff need informed and supportive	<ul style="list-style-type: none"> Provide overview of public involvement process 	City staff mtg.	

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unfamiliar with public involvement efforts.	management and elected officials before they initiate process.	plan to project manager and key elected officials so they are apprised of planned efforts.		
<i>Not listening to business voices which are best suited to advise on impact of street construction on loss of business.</i>	<i>Businesses and Business Associations need to be involved with timing of street contracting and construction schedules to identify opportunities to reduce impact on loss of business.</i>	<ul style="list-style-type: none"> • <i>Require contact/meeting with Business Association to review and seek input on construction scheduling and how that might impact a business corridor.</i> 	<i>Business mtg.</i>	
<i>Don't know what's in a 20 yr., 10 yr. 5 yr. Master plan or budget plan until its too late to have a voice. Not enough time to plan for impact on businesses.</i>	<i>Businesses need to know when their geographic area is included in a 5 year budget plan so they can begin to plan for impact on business during construction.</i>	<ul style="list-style-type: none"> • <i>Notify all impacted businesses when their property falls within the geographic area impacted by a proposed project such as when a 5 year Capital budget is adopted. Invite them to get on an interested parties mailing list.</i> • <i>Provide better access to this info, such as on the web, Portlandonline.com, so someone can type in their address and determine if their property is near a proposed construction project within 5 yr budget.</i> 	<i>Business mtg.</i>	
<i>Businesses lose customers due to xmass time street construction across the whole city.</i>	<i>Downtown is not the only geographic area where xmass time street construction has a major impact on loss of business income.</i>	<ul style="list-style-type: none"> • <i>Extend wnter holiday moritorium on street construction to all major business districts and corridors.</i> 	<i>Business mtg.</i>	
<i>Youth, renters, people of color, etc. are often left out as constituencies bureaus engage in their PI strategies.</i>	<i>When developing public involvement plans don't forget to consider strategies reaching constituencies often left out.</i>	<ul style="list-style-type: none"> • <i>Refer to Diversity Summary document for lots of ideas.</i> 	<i>Youth mtg. Latino Network/ APANO mtg. Feb. 25th mtg. Random comments</i>	
<i>It's too difficult for community organizations to qualify for public involvement contracting opportunities. And bureaus not utilizing their services.</i>	<i>Community organizations, which can provide culturally appropriate public involvement services, find the Purchasing Bureau PTE (Professional, Technical and Expert) contracting process too difficult for small organizations. Qualifying criteria threshold too high.</i>	<ul style="list-style-type: none"> • <i>Work with Purchasing Bureau to simplify PTE (Professional, Technical and Expert) contracting process to make it more accessible for Emerging Small Businesses.</i> • <i>Work with Purchasing Bureau to improve incentives for contracting with Minority/Women/ Emerging Small Businesses. Increase expectation for contractors to have cultural</i> 	<i>Latino Network/ APANO mtg.</i>	

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		<i>competency staff skills and experience.</i> <ul style="list-style-type: none"> • <i>Create component of ONI PTE flexible service contract for PI services designed specifically for culturally appropriate services.</i> • <i>Require contracting with culturally appropriate community organizations when a project targets a very specific constituency group. (Low-income housing, work with low-income group.)</i> 		
<i>City bureaus assume neighborhood associations will get the word out to members w/o any funding.</i>	<i>Neighborhood Coalitions and Neighborhood Associations need to be funded when a bureau expects outreach assistance on a geographically specific project. Currently lack capacity.</i>	<ul style="list-style-type: none"> • <i>Provide contracting opportunities or stipends to NA's to assist with bureau outreach through NA newsletters, phone trees, email lists, door-to-door outreach, etc. (i.e. Disconnect model of funding groups that assist with door to door.)</i> 	<i>North/NE mtg. Downspout</i>	
<i>Different government institutions don't seem to coordinate public involvement plans.</i>	<i>Many major projects involve inter-governmental partnerships. Need to show better coordination of public involvement efforts.</i>	<ul style="list-style-type: none"> • <i>???</i> 	<i>Feb. 25th mtg. Random comments</i>	

Third Stratum: Process by which a bureau would implement the public involvement process.

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Don't receive regular updates about what is going on with a project.	Keeping stakeholders abreast throughout the lifecycle of a project limits last minute complaints by stakeholders of not being aware of key issues or actions.	<ul style="list-style-type: none"> • Establish in a bureau and/or project PI plan what will be key communication methods: newsletters, emails, media notices, etc. 	PI consultants mtg.	
Don't know who the decision-maker is, project manager, etc. and how to access them.	Public needs to know how to reach individual(s) who will ultimately be responsible for making a decision.	<ul style="list-style-type: none"> • Require notifications to always list contact info for project manager, PI staff, and contact info for final decision-making body. 	PI consultants mtg.	
Public involvement process seems detached	Public involvement process needs to inform the decision-making process. In	<ul style="list-style-type: none"> • Have decision-makers participate, even minimally, in the public involvement effort, 	PI consultants mtg.	

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from those with final decision-making authority.	other words, decision-makers need to be tied into public involvement efforts or minimally be provided summary of PI efforts.	i.e. attend a neighborhood meeting, open house, etc. <ul style="list-style-type: none"> Require summary on public involvement effort to be included in project report before decision-making body. 		
Three to five minute limit on public comment is not enough time before Council.	More time is needed, especially for organized groups, to adequately present informed arguments before decision-making bodies.	<ul style="list-style-type: none"> Allow representatives of organization 8-10 minutes to present before Council. Consider active participation of organization in PI effort as criteria for longer periods. 	PI consultants mtg.	
Never heard about a project very near to my house.	Capital projects or geographic-specific projects should have a minimum surrounding radius within which all households and businesses receive notice. The larger the project the wider the radius.	<ul style="list-style-type: none"> Establish criteria for determining radius within which households and businesses receive notice about major projects. (One group suggested one-mile radius.) 	Communities of color mtg.	
Bureaus don't seem to coordinate outreach efforts.	Lost opportunities for bureaus to coordinate PI efforts, scheduling conflicts, combining notices in mailings, door knocking, etc. Recognize mixing messages might not be desired.	<ul style="list-style-type: none"> <i>Establish ongoing meetings of public involvement staff to allow networking and identifying opportunities to coordinate PI efforts.</i> Establish one single clearinghouse for coordinating all public involvement efforts such as through ONI. Door knocking efforts can leave door-hanger bags with info from various bureau projects. 	Comm. of color mtg. Central NE/East mtg. Feb. 25 th mtg. <i>See Impact Assessment Report from Regulatory Reform effort.</i>	
Not enough notice for public involvement meeting.	Provide adequate notice before meetings where public input is solicited and/or decisions made so people can arrange schedules to attend.	<ul style="list-style-type: none"> Establish minimum advance notice for meetings where public input is solicited or final decisions are made. i.e. 30-45 days in advance. 	African-American mtg.	
Staff at PI meetings are either not qualified, defensive, and/or not motivated to engage.	Need well trained/neutral public involvement staff assigned to meetings. Key to building trust with participants. Some want project managers, engineers, decision makers present. (PI staff don't make decisions.) Need to have facilitation	<ul style="list-style-type: none"> Ensure staff assigned to public involvement events and meetings are well trained and qualified both in public involvement skills and prepared to address technical project issues. Provide contact info to project manager and 	African-American mtg. Central NE/East mtg.	

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	skills.	decision-makers at all events. <ul style="list-style-type: none"> Staff leading public involvement meetings need to be trained in facilitation skills. 		
Business profit margins are seriously impacted by traffic diversion and construction projects.	Businesses need full disclosure and knowledge of traffic diversion and construction impact, especially along business corridors. Especially need notice of multi-month projects so businesses can plan accordingly.	<ul style="list-style-type: none"> Work with appropriate business association near business corridors to provide full disclosure of projects impact and identify remedies that address business concerns. 	Business comm. mtg.	
Neighborhood boundaries used by ONI and many service bureaus do not match.	Accuracy of neighborhood maps is necessary for public to be able to compare how service delivery impacts their neighborhoods. If they don't make sense to public they're not transparent.	<ul style="list-style-type: none"> Complete ONI update effort to match Neighborhood Association bylaws boundary descriptions with City GIS maps. Work with other bureaus to use similar maps. 	NW/SW neigh. Mtg.	
Do not understand/know how to read land use notification letters .	Some felt Bureau of Development Services land use notifications were still too complicated.	<ul style="list-style-type: none"> Refer to BDS to continue to work with constituents to improve formatting of notices. 	NW/SW neigh. Mtg. <i>Central NE/East mtg</i>	
Not utilizing religious leaders, neighborhood and community leaders as ambassadors to many diverse constituencies.	Acknowledge that community/ neighborhood leaders and religious leaders can be significant partners in accessing and getting the word out to their constituencies. Need to build relationships with them.	<ul style="list-style-type: none"> Coordinate list management of community organization leaders, area churches, mosques, and temples and their religious leaders for use by City PI staff. Coordinate amongst PI staff relationship building efforts with various religious leaders and organizations to learn from other staff key interests, culturally appropriate info, distribution of info, etc. 	Comm. of Color mtg. Latino/APANO mtg. City staff mtg. Random comments summary	
<i>Don't see enough City staff at Neighborhood and community meetings. (Similar to above.)</i>	<i>More relationship building between City staff and neighborhood/community leaders that is developed, in part, by increased attendance by staff at neighborhood/community meetings.</i>	<ul style="list-style-type: none"> <i>Coordinate City staff attendance at neighborhood association/community meetings w/o bringing an agenda, simply to learn their issues, identify possibilities of supporting their issues. Call in advance to schedule.</i> 	<i>North/NE mtg.</i> Comm. of Color mtg. Latino/APANO mtg. City staff mtg.	
Not utilizing local meeting places where public might	Building relationships with key stakeholders early on may result in access	<ul style="list-style-type: none"> Require bureau public involvement meetings to be held in affected neighborhoods, when 	Youth mtg. Latino/APANO mtg.	

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feel most comfortable.	to meeting spaces, other resources. Turning out increases when utilizing spaces where communities feel comfortable, local churches, community halls, etc.	appropriate. <ul style="list-style-type: none"> • Create coordinated list of accessible community meeting spaces using senior centers, churches, community centers, etc. 	City staff mtg. Random comments summary	
Nowhere to take conflicts or appeals that might arise during a PI process.	Recognize inevitability of conflict. Need safe space to express opinions and disagree. Let people know where they can appeal to if they do not like decision.	<ul style="list-style-type: none"> • Best practice idea to establish ground rules and review before all PI events and meetings. • Provide info in project notifications about where one can appeal to if possible. • Establish standing city committee/board that can review grievances due to violations of public involvement standards. 	City staff mtg. PI consultants mtg.	
<i>Motorists can't tell businesses are open during major street construction projects.</i>	<i>More signage needed in street construction zones to advise motorists businesses are still open. Loss of business during construction is big issue for businesses.</i>	<ul style="list-style-type: none"> • <i>Provide adequate budget for traffic mitigation and signage for redirecting traffic and for notices that stores still open.</i> 	<i>Business mtg.</i>	
<i>Public don't know what was the result of a PI effort and completion of a project.</i>	<i>PI effort or project summaries and evaluations in general help to close the loop and provide a written history that can be referred to for improving future public involvement efforts.</i>	<ul style="list-style-type: none"> • <i>Provide project PI effort summaries/evaluations to stakeholder interest lists.</i> • <i>Maintain record of these, post on web, circulate with citywide public involvement staff network as tools to utilize when updating best PI practices.</i> 	<i>Business mtg.</i>	
<i>Show up at a meeting and don't know how my participation fits into larger public involvement process.</i>	<i>Provide participants at public involvement events the context for how their input fits into overall public involvement process.</i>	<ul style="list-style-type: none"> • <i>Require at each project public involvement event a written outline, verbal reference or refer to a web link providing context for how that event fits into overall project PI effort answering questions who is making decision, timeline, how input will be used, etc.</i> 	<i>Latino Network/APANO mtg.</i>	
<i>Public feel misled or don't know what are the parameters of what kind of input they can give and</i>	<i>Provide participants at public involvement events an honest assessment of what kind of input is desired and what kind of an impact it will really have.</i>	<ul style="list-style-type: none"> • <i>Require project PI notices or comments at meetings to let participants know parameters for their input: What kind of input is desired? How will it be used? What will its</i> 	<i>Latino Network/APANO mtg. Random comments</i>	

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<i>what impact it will have.</i>		<i>impact be? Decision-making, advisory, or limited feedback?</i>		
<i>Presentation materials are too complicated. Too much text to comprehend.</i>	<i>Presentations heavy on text tend not to be the best method for allowing participants to quickly comprehend key components of a project or issue they are being asked to comment on.</i>	<ul style="list-style-type: none"> • <i>Adopt Popular Education model (i.e. socio-dramas) for engaging constituencies (i.e. ESL) not comfortable with established PI practices. (see diversity section.)</i> • <i>Encourage staff to develop multi-media approaches to conveying information. Utilize graphs, pictures, charts, video, etc. Attempt to limit length of written text.</i> 	<i>Latino Network/APANO mtg.</i>	
<i>Open Houses and day-time meetings do not work well for Neighborhood Associations to form collective opinions about a project.</i>	<i>Open Houses are ineffective, controlled by bureaus and diffuse ability of community to collectively deliberate and form opinions. Bureaus need to attend existing evening neighborhood meetings to engage public.</i>	<ul style="list-style-type: none"> • <i>Require evening PI meetings in affected neighborhoods for projects with a specific geographic focus.</i> • <i>Reduce use of Open Houses in lieu of presentations at existing community meetings.</i> 	<i>North/NE mtg.</i>	
<i>Public doesn't know what is expected of them when they serve on a Board, Commission, or Advisory Committee.</i>	<i>Volunteer participants need direction of what is expected of them when they agree to be on a City board, commission, advisory committee, etc. Need to know what City will provide.</i>	<ul style="list-style-type: none"> • <i>Provide job description outlining roles and responsibilities, timelines, extent of authority, expectations for participants on Boards, Commissions, and Advisory Committees. Describe level of bureau and staff support, roles and responsibilities.</i> 	<i>Feb. 25th mtg. (but hinted at in many other groups.)</i>	

Neighborhood and Business Association system

The topics below are primarily related to the Neighborhood Association system and included since the neighborhood system is integral to the City's public involvement system. It needs to be determined if the PI Taskforce or Guidelines Review committee (GREAT) should address these topics. Included these in both the Principles and Process Design workgroup summaries.

Neighborhood Coalitions and Offices are not funded to provide quality services and adequate staff levels	City is increasingly transferring funding for staff roles located in Coalition offices to City positions. Neighborhood Coalitions need greater staff capability to focus on the day-to-day support of the	<ul style="list-style-type: none"> • Provide adequate funding directly to Neighborhood Offices to meet the needs of Neighborhood Association system. 	Inner SE mtg. North/NE mtg.	Existing Bureau Policy that matches/Bureau Name
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Problem Statement	Issue	Suggested Solution/Remedy	Source of Ideas	Existing Bureau Policy that matches/Bureau Name
for Neighborhood Assocs. they serve.	Neighborhood Associations on hot issues and finding opportunities.	<ul style="list-style-type: none"> Specifically, more staff who are “internal advocates” and intermediaries to help NA’s succeed with issues and opportunities. (i.e. Crime Prev.) 		
Don’t know how to navigate City’s complex land use processes.	All Neighborhood Coalitions need staff advocates dedicated to land use issues to assist neighborhood Associations with City land use notices and planning.	Require Neighborhood Coalitions to prioritize funding a land use specialist position with existing and additional ONI general fund contract dollars.	North/NE mtg.	
City not utilizing neighborhood associations as primary vehicle for public involvement.	Provide commitment that neighborhood associations and their coalition offices will be the City’s primary means for public involvement. Require bureau’s to use the offices a certain percentage of times for public involvement efforts such as measured through contracting dollars. Other organizations would work through coalitions in coalescing public concerns/organizing on issues.	<ul style="list-style-type: none"> Set policy the City shall utilize Neighborhood Associations as the primary means for engaging the public in their public involvement efforts. Encourage other organizations to work through coalition offices in coalescing public comment and organizing efforts. Require a certain percentage of project PI budget utilize or contract with Neighborhood Coalitions/Associations. Require Auditor’s Office to track expenditure of public involvement dollars contracted out. Would help identify utilization rate of Neighborhood Coalition system. 	East/CNN mtg. Inner SE mtg.	
Neighborhood Assocs do not have a significant role in City decision-making anymore so why bother.	<p>Give Neighborhood Associations a bigger role that would give purpose for people to participate. Ideas:</p> <ul style="list-style-type: none"> Bureau reps go to NA’s first on major projects and land use issues. Major projects must be cleared through NA’s to proceed. Neighborhood Needs Assessment program. 	The City values the role of Neighborhood Associations in determining, prioritizing, and implementing projects that impact the livability of their neighborhoods.	Inner SE mtg.	

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<p>Neighborhood Associations need cash if they are really going to make a difference.</p>	<p>Neighborhood Associations would be able to draw in a larger cross section of the community if they were given money and authority to implement small scale neighborhood projects:</p> <ul style="list-style-type: none"> • NA's get discretionary \$\$ for neighborhood projects. (\$10,000 each?) • Dedicate a % of federal Community Development Block Grant money to projects decided on by Neighborhood Associations. • Dedicate a certain percentage of tax or dedicate a revenue fund for neighborhood associations. • Access to legal counsel. 	<p>The City values decentralized community control of small-scale neighborhood livability projects with dedicated funding to such purposes.</p>	<p>Inner SE mtg. Minneapolis, MN model on CDBG Eugene discussing tax dedicated to NA's</p>	
<p>Neighborhood Association leaders are disconnected and need to work together on fundamental citywide issues.</p>	<p>Neighborhood Association leaders need opportunities to gather together citywide on a regular basis to deliberate and ensure better representation of community concerns, funding for neighborhood system and improvements to City participation processes.</p>	<p>The City supports the (annual/bi-annual ?) convening of a Neighborhood Summit/Neighborhood Congress for the purpose of public discourse on citywide community issues and improvements to Portland's public involvement processes.</p>	<p>Inner SE mtg.</p>	
<p>Are Neighborhood Associations participatory or representative?</p>	<p>There has been much misrepresentation on the purpose of the neighborhood association system. It was originally set up as an opportunity for participatory democracy at the neighborhood level, not to be representatives of everyone who lives in the neighborhood. That is impossible without a formal electoral district representation process.</p>	<p>The City supports the Neighborhood Association system to provide an opportunity for participatory democracy at the neighborhood level.</p>	<p>Brian Hoop based on many conversations</p>	
<p>Neighborhood Assocs do not have adequate systems of accountability nor diverse participation that City bureaus need for their PI efforts.</p>	<p>City bureaus need assurances that neighborhood associations have a system of accountability and have broad and diverse participation to justify using Neighborhood Associations as a core component of their public involvement strategies.</p>	<p>Neighborhood Associations shall abide by the roles and responsibilities outline in the Office of Neighborhood Involvement Standards that provide measures for an accountable, fair and accessible Neigh. Associations.</p>	<p>City staff comments</p>	