City of Portland - Office of Neighborhood Involvement
Bureau/Budget Advisory Committee (BAC) Summary Notes
March 8, 2010

In Attendance:

Richard Bixby (EPNO), April Burris (North Tabor), Anne Dufay (SEUL, BAC Co-Chair), Vicki Hersen (Elders in Action), Lisa Reed Guarnero (CIO), Linda Nettekoven (PIAC), Doretta Schrock (Kenton/NPNS), Mark Sieber (W/NW), Alison Stoll (CNN)

ONI Staff: Amy Archer, Kelly Ball (CP), Michael Boyer (Labor/CP), Nickole Cheron (NRC), Brian Hoop (NRC), Stephanie Reynolds (CP)

Update on Budget Information

Amalia gave a brief budget update, reminding the group of the Budget Work session scheduled for March 31st at 2:45pm (at time of meeting actually scheduled March 30th, but later updated). One member asked if there would be any stickers saying something like the "Right Budget for ONI". Amalia stated that ONI would not be providing stickers but the community would be welcome to wear anything showing support. A copy of the ONI Budget Fact Sheet was distributed (copy attached).

Amalia gave a brief summary regarding the community budget forums. There was pretty good turnout at the Monday and Wednesday forums. The Saturday forum had about 30 people. There was a form used at the forum that provided a list of all the add packages ($33 million) and all the cuts ($8 million), and people went through an exercise to balance by listing what cuts they would take in order to fund anything they suggested adding. Amalia did the exercise personally and found it to be an interesting process. Anybody who hasn't given feedback yet is encouraged to do the exercise and send Amalia your feedback. She will compile the information and pass it on to our Commissioner for consideration. The biggest concern is that the paperwork shrinks everything down into one sentence so it is difficult to tell what all is included. It was suggested that perhaps having a larger document in the middle of the table with more information on each proposal would help so that people could reference as questions come up.

OMF's recommendation for the ONI budget is to accept all the cuts offered but rejects the add package for the Right Budget for ONI based on the limited funding available. The City has also implemented a hiring freeze because current year personnel expenses exceed prior years due to fewer vacancies. This will have an impact on general fund availability as well.

The timing for any feedback to be sent to Council on ONI's budget is still on hold. Remember that personal stories are the most compelling when folks send in their support for ONI or any other budget issue.

Mission/Goals/Values

ONI and the BAC had developed draft bureau Mission, Goals and Values in 2008 and 2009 and adopted them as a working draft during the public comment period. The comment period closed in January 2010. Amy provided a handout summarizing the most recent feedback regarding the guiding principles (attached).

- The group supported the idea of introductory titles for each of the goals as it helps clarify and focus. Then if there was limited space they could be dropped. There were suggestions for changes and the group agreed on the following:
  - The first goal title is "Community Involvement" to reflect the broader goal beyond volunteering.
  - The second goal title is "Capacity Building" to reflect the focus of the goal.
  - The third goal title is "Public Impact".
  - The fourth and fifth remain as proposed: "Livability & Safety" and "Services"
- Sub-bullets versus narrative on each value category – the group agreed that the sub-bullets made it easy to read.
- Rewrite of the preamble:
  - Concern about preamble rewrite being more negative. Others responded that it is important to clearly state the harm.
  - After reading the rewrite, many felt it was a good summary and just needed some changes. The group discussed some wording changes and ONI staff agreed to integrate the feedback into an updated version for the next meeting.

Public Involvement Advisory Council Update

Afifa Ahmed-Shafi gave a brief overview of the current work of the Public Involvement Advisory Council (PIAC). The PIAC is a standing City Board on Public Involvement and has both City staff and community members. There are currently 5 vacancies for community members so please let anybody that may be interested know that they can apply by April 16th.

The First Annual Progress Report went to Council in February and included three recommended areas for focus: Public Involvement Principles and Public Involvement Plans for Bureaus, Budget Process and Engagement of non-geographic communities. Refer to report and draft documents (attached to notes) for more details, following are some of the issues discussed by Afifa, Paul Leistner, Linda Nettekoven and the group:

- Engagement of non-geographic communities – focus currently on City staff to discuss any innovations, struggles, and best practices. The group is still forming and defining their focus.

- Budget Process group – evaluating all of the bureau budget advisory committee's to determine how they involved the public. It is too early for details as this group is still compiling feedback from their participation. One recommendation is for year round bureau advisory committees.
- Public Involvement principles is focused on working to ensure that involvement is not "inflicted" on public but has more understanding and support. The plan is to have a roadmap to guide us and increase consistency but retain flexibility for bureaus. A draft of principles was distributed and reviewed (copy attached).
- A criticism was raised by one member that communities of color feel that they have done feedback and reports in the past but the City continues to come out for input for the same things. This issue needs to be addressed to acknowledge past work, tell what you are going to do with it. Closing the communication loop is critical.
- Staff need to know up front that they will need to sit down afterwards and say what is different because of community input. For some it is a new concept that the process doesn't stop when a project starts.
- Where is education piece so that giving input with informed public. With complex issues there needs to be an education piece. This would be part of the overall process design, with a possibility of a questionnaire to engage at the beginning to determine what is needed.
- Building relationships – add assessment of how formed, how information is used, outcomes.
- One major issue is trust – having community pick their own representatives on committees is important, not having a government appointed committee.
- One member asked about "teeth"? The PIAC is asking for Council to require all bureaus to have a plan, but that is a 3-5 year plan.
- They are starting simple – test out with some bureaus (like ONI), then broaden. They are also discussing adding a public involvement piece for all ordinances.
- Recommend streamlining and simplifying language and concepts, and tell public why they should care. Sometimes a missing piece is the desired outcome. Need to be clear about outcome and choices to consider.
- One member asked why not ask for everything now? Require all bureaus to develop a plan? It risks it becoming too formidable and a phased in process may be more effective. It was tried before and got a nasty response so this way bureaus will learn the value as they go along. Need to get all of Council to buy in on the concept first.
- Afifa gave thanks to Paul Leistner and Linda Nettekoven for all the work they and others involved have put into developing these recommendations.

Updating ONI Standards
Brian distributed draft changes to the Office of Neighborhood Involvement Standards. The issue had been discussed at the September BAC and there was

consensus that doing the large guidelines review committee was unfeasible and didn't allow ONI to address specific issues as they arise. The time was limited so the group was asked to review the proposal and give feedback at the April or May BAC meeting. Two issues have been persistent and need to be addressed: electronic meetings and subcommittee authority. They felt that keeping the list of issues short was a good way to start and then other issues could come from the community. One of the elements is that partners would pick their representatives to participate. One member shared concern about sending a single representative from the DCL partners as they may want to tag team and share the responsibility.

Future Agenda items:
- Mission/Goals/Values
- Budget check in – where we are
- Performance metrics – review
- Standards
- Public Involvement Plan for ONI

Next Meeting: Monday, April 12th, 2010, 5:30pm – City Hall

The Office of Neighborhood Involvement (ONI)
FY 2010 -11 Budget Fact Sheet

The following summary provides an overview of the Office of Neighborhood Involvement's (ONI's) budget development process and Requested Budget submittal for Fiscal Year 2010-11.

<u>**Overview**</u>:
- The ONI budget was carefully, thoughtfully crafted by a diverse group of 78 participants from all walks of life in our city. Each had something to lose in the process, and all passionately believed in the value of the programs and groups they represented. Still, they all came together to build bridges and created social capital in the process. This social capital, if honored, will be critical to moving Portland peacefully and productively into the future.
- ONI is an efficient city asset whose funding is only 1.7% of the General Fund, but with its extensive partnership network and leveraging of resources it gives the City added synergistic benefits.
- Now more than ever investing in people infrastructure is just as critical as brick and mortar – if not more so.
- Civic engagement must be treated as an essential function of government.
- ONI's programs leverage a substantial amount of volunteer hours as well as financial and in kind contributions.
- ONI has seeded and revitalized programs that are creating results in their communities
- The City cannot afford to lose its ability to tap into the energy, expertise and good will of an engaged populace.
- The full ONI Bureau/Budget Advisory Committee (BAC) developed and finalized the ONI Requested Budget to include the "Right Budget for ONI"

<u>**Approach**</u>:
- ONI's BAC was comprised of approximately 78 geographically and demographically diverse participants devoting between 30-50 hours each to helping ONI develop its budget.
- Based on the exercise the BAC was required to complete, the Graffiti Abatement and the Mediation and Facilitation programs were determined to be least core to ONI's mission. Even so, they were unanimously acknowledged to be critical programs to the City as a whole, especially in this budget climate.
- ONI's Neighborhood Resource and Crime Prevention programs were determined to be most core.
- Two ONI programs (Mediation/Facilitation and Graffiti) are ongoing programs that were funded with one-time dollars that would end June 30, 2010 if not continued by Council. In addition to the one-time funding at risk, ONI also had to identify 4% cuts to the ongoing budget (3% ongoing and 1% temporary cut to be reinstated in FY2011-12).

- ONI's BAC met the challenge of coming up with the required cuts and also recommended the "Right Budget for ONI", which requests one-time funding to continue critical programs.
- The BAC agreed that the programs presented for one-time funding should include a minimum of 4% reduction, regardless of priority.
- ONI made internal cuts first, before looking at dollars going to community. 60% of the cuts presented in the final budget came from ONI staff reductions and cuts to materials and services.
- The BAC also worked exhaustively to present a reduced ongoing add package request in support of Council's efforts to permanently reduce the burden of ongoing programs funded with one time resources.

The "Right Budget for ONI":
- The "Right Budget" is not a wish list, or what the budget would be in an ideal situation, but rather what the BAC considered to be a realistic budget taking into consideration the current fiscal climate.
- The goal of ONI's BAC was to minimize budget cuts to community partners and job loss at all levels while maintaining the momentum built over the past four years.
- Maintains neighborhoods small grants program, which leverages more than triple the money invested in it and seeds many long term partnerships annually.
- Maintains level the funding for ONI's Diversity and Civic Leadership partners, continuing support for organizing and partnership efforts with under-engaged communities.
- Continues funding to maintain the Neighbor Mediation and Facilitation program, one that is crucial in the current climate.
- Continues funding to maintain the Graffiti Abatement program, retaining core staffing and funding for core graffiti removal services and year-round job opportunities for at-risk youth through Youth Employment Institute.

Reductions Included in the "Right Budget for ONI":
- Neighborhood Small Grants Program reduced by 4% - although core to ONI's mission and goals and a high priority for the community, it is one of the few programs that could take a cut without impacting staffing. The Right Budget retains $191,142 for the program, and an additional $8,721 as a 1-year temporary cut that would be restored in FY2011-12.
- One Crime Prevention Coordinator position eliminated
- Graffiti Abatement Program reduced by 17%. Significantly reduces funding for complex cleanups and eliminates summer walking crews.
- Neighborhood Mediation and Facilitation program reduced by 4%
- ONI Materials and Services and temporary staff reductions – voluntary reductions in staff from various programs to minimize job loss. Staff reductions would be temporary and restored in FY2011-12.

Additional Losses if the "Right Budget for ONI" is not approved:

- Neighborhood Grants Program would be reduced by over 40% - the program would need significant restructure to remain viable
- Neighborhood Mediation and Facilitation reduced by over 45% - devastating to the program, which may not be viable at that level of cut.
- Graffiti Abatement would be eliminated all together.

ONI Mission Goals and Values
Feedback from Public Comment Period for
BAC Review – March 8, 2010

Introductory Titles for Goals –

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

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

Public Involvement
Increase community and neighborhood impact on public decisions.

Livability & Safety
Provide tools and resources to improve neighborhood and community livability and safety.

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

Sub-Bullets versus Narrative for each value category:

- **Inclusion - No one gets left out**
    - We are committed to equal participation and the continuous development of organized and meaningful cross-cultural relationships.
    - Our neighborhood system is at its best when it fully engages residents of Portland from all cultural, social and economic walks of life.
    - We understand and honor the diversity of ways in which our communities communicate and participate, and ensure that our processes and opportunities reflect that understanding.

- **Shared Power and Governance**
    - We continuously strive to level the playing field for those that want to participate.
    - We seek the most effective ways to include and respond to the community and eliminate attitudes and behaviors that exclude or isolate community voices.
    - We work for equal access, equal opportunity, and equity in our work, in ways that are culturally-diverse, culturally-specific, and multicultural.
    - We incorporate the flexibility to adjust whenever necessary in order to eliminate barriers to genuine collaboration with community.
    - There is always room for those who want to participate.

- **Relationships - the cornerstone of our work**
  - The foundation of our work is a belief in effective, equitable and collaborative relationships with government and community partners.
  - We seek to maintain the highest community trust through accountability and transparency in our processes and decisions.
  - We value our community relationships and show it by being flexible and listening - ensuring timely, accurate and helpful responses to those who work with us or seek our services.
  - We approach our work with humility and the understanding that we learn together. We embrace and encourage youth input and involvement.

- **Social Sustainability – people are our most important resource**
  - We use an equity lens to make decisions collaboratively with community partners.
  - We strive to provide more choices for people who may have fewer choices.
  - We recognize that involving and connecting people with government and with each other results in the most sustainable efforts for the City.

Suggested Rewrite of Value Preamble:

The City of Portland is an increasingly diverse community, and ONI serves as the primary gateway between community and government. We serve the community through promoting collective civic engagement for all people who live and work in Portland, with a commitment to transparency, compassion, and relationship building. We strive to recognize the disparities that exclude and harm the people of Portland. ONI Civic Engagement is collective action designed to identify and address issues of public concern, primarily through neighborhoods, coalitions, and partnerships, and to interact effectively with government. Our approach is best when it is authentic, accessible, and accountable within government and with the community. We recognize that relationships are interconnected, and therefore the values put forth here are intended as a guide and foundation for ONI mission work with government bureaus and community partners.

Concerns regarding being too broad:
- Used to be more specific goals (refer to 2003-4 goals attached), now broadened to lead in a direction just about anywhere. Loss of goals #3 & #5 cause concern.
- Where do Neighborhood Association's fit in? No mention of coalitions or neighborhood system. The Standards for the Neighborhood System make clear ONI's purpose in the City – neighborhoods are the basic building block and should be first and foremost in ONI's workplan.
- Concern regarding diluting community involvement and participation – need to spend energy building relationships and partnerships between organizations and neighborhood association system (instead of funding and endless list of outside organizations)

ONI FY2003-04 Goals:

Major Bureau goals for the coming year…
External Goals
1. Increase working across Centers and integrating common bureau objectives and neighborhood projects.
2. Conclude the ONI Guidelines Review process.
3. Continue to support work of coalitions and our other community-based partners.
4. Conclude Public Involvement Standards Taskforce and bring recommendations to Council.
5. Develop a budget plan and a strategy to obtain more funds for the neighborhood system.
6. Continue to develop and expand our efforts to partner with other bureaus.
7. Continue to improve communication among neighbors, coalitions, community partners, and staff.
8. Develop the concept of Neighborhood Centers and pilot at least one.
9. Develop customer service policies to improve delivery of neighborhood inspection, noise, nuisance, and public safety services.

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

ONI BAC Members – please help spread the word about these two opportunities. Thank you!

Give your Input on the City's Public Involvement!

The Public Involvement Advisory Council (PIAC) was created to help the City conduct more consistent and meaningful public involvement processes. The PIAC is a 34-member advisory council made up of representatives from City bureaus and community organizations. The PIAC just released its **first annual progress report** (www.portlandonline.com/oni/piac) which we encourage you to review and give YOUR input on their draft initiatives.

Please take a few moments to give us that input by completing the **PIAC survey** at www.portlandonline.com/oni/piacsurvey

Public Involvement Advisory Council (PIAC) is currently recruiting for Five Community spots! Apply by April 16, 2010

Currently we are recruiting for five community members to serve on the PIAC. Specifically we are looking for members that can bring forward the perspectives of at least one of the following communities: Elder, Persons with Disabilities, Youth, Business, At-Large

To apply, please fill out and return the PIAC Application by April 16th. A specific application for youth members can be found here.

Public Involvement Advisory Council (PIAC)
www.portlandonline.com/oni/piac

What is PIAC?

- PIAC was created by City Council in 2008 in response to numerous requests from the community and from City bureaus recommending that the City conduct more consistent and improved public involvement processes.

- PIAC is a 34 member advisory council made up of representatives from 14 City bureaus and 14 community organizations. This unique arrangement reflects a partnership between community and government.

- PIAC is charged with the creation of proposed public involvement guidelines for the City of Portland – to be presented to the Mayor and City Council for consideration and approval.

What has PIAC achieved to date?

1. PIAC spent the first three meetings developing their collective values to serve as the basis of future recommendations made regarding citywide public involvement. The five criteria developed were: Representation/Reducing Barriers to Involvement, Effectiveness, Consistency, Partnership and Implementation.

2. PIAC spent the next three meetings reviewing a total of 65 past public involvement recommendations from the **City Council adopted Five Year Plan to Increase Community Involvement** (Community Connect), **Bureau Innovation Project 9** and the **Public Involvement Task Force.** These recommendations were categorized into three overarching groupings of **Community Empowerment, Policy** and **Process.** PIAC members formed a working group based on each of these topics.

3. The working groups examined the past recommendations in their grouping in further depth. Each working group chose top priorities based on what is achievable and meets PIAC's five criteria areas.

What is PIAC doing next?

February – April: Stakeholder meetings to gain input on draft recommendations.
- Individual meetings with City council members.
- Individual meetings with Bureau Directors
- Online and paper survey actively distributed in community & to city staff
- Presentations and focus groups are held for community member input

Incorporate stakeholder feedback & present final recommendations to City Council

Spring	Public Involvement Principles, Require PI Plan for bureaus, and PI statement on all new ordinances.
Summer	Budget process recommendations
Fall	Best practices for engagement of non-geographic communities.

Community Members on PIAC

Glenn Bridger, Southwest Neighborhoods Inc, Past Chair

Cassie Cohen, Vision into Action

Tony DeFalco, Environmental Professionals of Color, Board Member, Coordinator

Donita Fry, Native American Youth and Family Center, Portland Youth and Elders Council Organizer

Christine Egan, Public Involvement Consultant

Damon Isiah Turner, Know Agenda Consulting, Consultant

Linda Nettekoven, Southeast Uplift Neighborhood Coalition, Past Chair

Midge Purcell, Urban League of Portland, Organization & Public Affairs

Mandy Putney, EnviroIssues, Communications & Public Involvement Project Manager

Stephanie Stokamer, Portland State University, Instructor, Civic Engagement

Sonny Tan, Cambodian Community of Oregon, Volunteer

Christine White, Port of Portland, Community Affairs Manager

Allison Wisniewski, Mercy Corps Youth Board, Cleveland High School, Board Member

Currently recruiting for Six Community spots (applications due 4/16/2010)
At-Large Member, Elder, Person with Disability, Youth, Business

City Bureau Members on PIAC

Jimmy Brown, Water Bureau, Community Involvement & Outreach Manager

Laurel Butman, Office of Management & Finance, Principal Management Analyst

Megan Callahan, Bureau of Environmental Services, Public Information Manager

Ronault Catalani, Office of Human Relations, Immigrant & Refugee Coordinator

Jen Clodius, Fire and Rescue, Senior Community Outreach and Public Information Representative

Mark Fetters, Bureau of Development Services, Management Analyst

Brian Hoop, Office of Neighborhood Involvement, Neighborhood Resource Center Manager

Joleen Jensen-Classen, PDC, Public Participation Manager

Beth Kaye, Bureau of Housing, Public Affairs Program Manager

Colleen Keyes, Parks & Recreation, Public Involvement Coordinator

Paul Leistner, ONI, Neighborhood Program Coordinator

Rick Nixon, Technology Services

Art Pearce, Office of Transportation, Capital Projects Manager

Marty Stockton, Bureau of Planning and Sustainability, Community Outreach & Information

Arnold Warren, Police Bureau, Police Lieutenant

Desiree Williams-Rajee, Bureau of Planning and Sustainability, Events & Outreach Coordinator

PIAC Draft Recommendations

Public Involvement Principles & Public Involvement Plans for Bureaus
Spring 2010

Resolution: The PIAC Policy group is working to update Public Involvement Principles to reflect current best practices. This new set of principles would replace the City's adopted 1996 Citizen Involvement Principles (Resolution No. 35494). The seven new principles are: Partnership; Early Involvement; Building Relationships and Community Capacity; Inclusiveness and Equity; Good Quality Process Design and Implementation; Transparency; and Accountability.

Ordinances need to assess where we would place these in the **CITY CODE:**

- **Ask City Council to require each bureau to create a public involvement plan:** The PIAC will ask City Council to require that each bureau create a public involvement plan which will demonstrate how the bureau intends to meet the City's public involvement principles.

- **Community Involvement Statement required for all new ordinances to City Council:** PIAC will ask City Council to require a very brief "Community Involvement Statement" – similar to the currently required "Financial Impact Statement" – to be included with any new ordinances. The Community Involvement Statement would describe how the community was involved, if applicable, in the development of the ordinance.

Budget Process
Summer 2010

The PIAC Process group is working to recommend process improvements for the 2011-12 bureau and Citywide budget processes. The group is currently observing, researching and evaluating existing budget participation efforts, at the bureau and citywide level, with an eye towards addressing the following topics:

- Early Community Involvement and Consultation
- Notification and Outreach
- Level of Public Involvement in the Budget Process
- Community Representation
- Education and Level of Understanding
- Transparency and Accessibility
- Evaluating and Improving Budget Outreach
- Education and Input Strategies.

Engagement of non-geographic communities
Fall 2010

The PIAC Community Empowerment Group is working to develop a mechanism that assists bureaus to build relationships with communities that do not often participate in the formal neighborhood system, such as communities of color, immigrants and refugees, low income communities, etc. The objective of this mechanism is to assist bureaus to be actively inclusive of specific non-geographic communities that are relevant to the particular aims of a given bureau. The group will interview bureaus on current practices, needs and challenges in order to create recommendations to be presented to City Council, bureaus, and the community. The group will finalize recommendations and present them to City Council in the fall of 2010.

The group identified six key elements for successful engagement of non-geographic communities and will assess and evaluate bureaus current efforts based on these areas. They include: Relationships, Accessibility, Funding, Capacity, Accountability and Early & Consistent Involvement.

- **Civil Rights Title VI Inclusive Participation Requirements**

  The PIAC is collaborating with the City of Portland Civil Rights Title VI Program. This program, located in the Office of Management and Finance, is currently being developed to ensure compliance with the Civil Rights Act of 1964 which states that *"no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance"* or under any program or activity of an entity receiving Federal financial assistance.

  The PIAC is collaborating with the Title VI program to support and guide bureaus in their compliance with Title VI requirements to utilize Inclusive Participation techniques and methods. We will also collaborate on reporting methods for bureaus as to increase the efficiency of our efforts and to decrease reporting burdens for bureaus.

DRAFT "City of Portland Public Involvement Principles"
Drafted by the Policy working group of the Public Involvement Advisory Council
(As approved for distribution by PIAC members on 2/3/10)

Preamble: Portland City government works best when community members and government work as partners. Effective public involvement is essential to achieve and sustain this partnership and the civic health of our city. This:

- ❖ Ensures better decisions that respond to the needs and priorities of the community.
- ❖ Engages community members and community resources as part of the solution.
- ❖ Increases public understanding of and support for public policies and programs.
- ❖ Increases the legitimacy and accountability of government actions.

The following principles represent a road map to guide government officials and staff in establishing consistent, effective and high quality public involvement across Portland's City government.

These principles are intended to set out what the public can expect from city government, while retaining flexibility in the way individual city bureaus carry out their work.

Public Involvement Principles

Partnership Community members have a right to be involved in decisions that affect them. Participants can influence decision-making and receive feedback on how their input was used. The public has the opportunity to recommend projects and issues for government consideration.

Early Involvement Public involvement is an early and integral part of issue and opportunity identification, concept development, design, and implementation of city policies, programs, and projects.

Building Relationships and Community Capacity Public involvement processes invest in and develop long-term, collaborative working relationships and learning opportunities with community partners and stakeholders.

Inclusiveness and Equity Public dialogue and decision-making processes identify, reach out to, and encourage participation of the community in its full diversity. Processes respect a range of values and interests and the knowledge of those involved. Historically excluded individuals and groups are included authentically in processes, activities, and decision and policy making. Impacts, including costs and benefits, are identified and distributed fairly.

Good Quality Process Design and Implementation Public involvement processes and techniques are well-designed to fit the scope, character, and impact of a policy or project. Processes adapt to changing needs and issues as they move forward.

Transparency Public decision-making processes are accessible, open, honest, and understandable. Members of the public receive the information they need to participate effectively.

Accountability City leaders and staff are accountable for ensuring meaningful public involvement in the work of city government.

1

Public Involvement Principles (draft updated 2/3/10)

Principle Public agencies that achieve excellence in public involvement work embody the following principles:	Benchmarks How do we know we're making progress toward the principle?	Results Why is it worth trying to meet this principle?
Partnership Community members have a right to be involved in decisions that affect them. Participants can influence decision-making and receive feedback on how their input was used. The public has the opportunity to recommend projects and issues for government consideration.	• Community members are kept informed of issues and processes. • Community members know how to be involved and decide the degree of their involvement. • Community members are advised how their input will affect the decision, and are followed up with contact from the lead agency throughout the decision-making process. (feedback loop) • Process constraints are clarified and understood by community members. • The decision making process and decision makers and their power are explained and understood	• A better project or policy will result from community participation. • The policy or project will have greater community acceptance. • Government will have a better understanding of the community and its concerns.
Early Involvement Public involvement is an early and integral part of issue and opportunity identification, concept development, design, and implementation of city policies, programs, and projects.	• Community members help set priorities and shape policies, programs, and projects. • Key stakeholders are involved as early as possible. • Key stakeholders help define the problem, issues, and project parameters. • Community members help define the process for outreach and decision making.	• Early and broad community support for the project or policy. • Identification of potential problem areas before they become an issue.
Building Relationships and Community Capacity Public involvement processes invest in and develop long-term, collaborative working relationships and learning opportunities with community partners and stakeholders.	• Community members feel heard and feel that their input is valued and used by city staff. • Community members trust the process and city staff. • City staff have consistent connections with stakeholders and community groups that they can rely on for two-way communications. • City staff engage in ongoing monitoring of relationships. • City staff assess where there are leadership gaps to help	• Processes leave neighborhoods and communities stronger, better informed, increase their capacity to participate in the future, and develop new leaders.

2

Principle Public agencies that achieve excellence in public involvement work embody the following principles:	Benchmarks How do we know we're making progress toward the principle?	Results Why is it worth trying to meet this principle?
	determine what communities and populations are missing key information of involvement.	
Inclusiveness/Equity Public dialogue and decision-making processes identify, reach out to, and encourage participation of the community in its full diversity. Processes respect a range of values and interests and the knowledge of those involved. Historically excluded individuals and groups are included authentically in processes, activities, and decision and policy making. Impacts, including costs and benefits, are identified and distributed fairly.	• A strong effort is made to accommodate diverse needs, backgrounds values and challenges. • Participation in the process reflects the diversity of the community affected by the outcome. • Culturally appropriate and effective strategies and techniques are used to involve diverse constituencies. • City staff follow-up with under-engaged groups to see how the process worked for their community members. • An assessment is made to identify communities impacted by a project or policy. The active participation of these communities is made a high priority. • The demographics, values, and desires of and impacts on affected communities are identified early on, influence the process design, and are reaffirmed throughout the process.	• City policies, projects, and programs respond to the full range of needs and priorities in the community. • Trust and respect for government increases among community members. • City staff and members of more traditionally-engaged communities understand the value of including under-engaged communities. • Equity is increased by actively involving communities that historically have been excluded from decision making processes. • Members of under-engaged communities increase their participation in civic life. • New policies do not further reinforce the disadvantaged position of historically disadvantaged people or groups.
Good Quality Process Design and Implementation Public involvement processes and techniques are well-designed to appropriately fit the scope, character,	• The public is allowed meaningful input that reflects what is needed from government. • Process facilitators have the skills, experience, and resources needed to be effective. • Careful planning of project timelines take into	• People understand the purpose of the project and why it's being done. • Conflict is reduced as are challenges to the process.

Principle Public agencies that achieve excellence in public involvement work embody the following principles:	Benchmarks How do we know we're making progress toward the principle?	Results Why is it worth trying to meet this principle?
and impact of a policy or project. Processes adapt to changing needs and issues as they move forward.	account the length of time community media, neighborhoods and organizations require for effective public involvement. • Information is sent out in a timely manner so people and organizations can respond. • Input is sought from participants periodically on how the process is working for them. • Community partners have input into whether processes should change and how they should be modified.	• Communication is more efficient and effective. • Outcomes are more sustainable. • Public confidence and trust built through good processes can carry on to future processes.
Transparency Public decision-making processes are accessible, open, honest, and understandable. Members of the public receive the information they need to participate effectively.	• Roles and responsibilities are clearly identified, understood and accepted. • All meetings are open to the public and held in venues that are accessible and welcoming to community members. • Relevant documents and materials are readily available to the public. • Materials are available prior to the meeting so people are informed and ready to participate fully. • Adequate time and resources are given for translation of materials and interpretation services and accommodations at meetings and forums as necessary.	• Community members have a better understanding of the project or policy and are better able to participate effectively. • Government understanding of community opinions and needs is enhanced.
Accountability City leaders and staff are accountable for ensuring meaningful public involvement in the work of city government.	• Resources are applied appropriately to public engagement activities. • Community members' time and resources are respected and used effectively. • Public involvement processes are evaluated on a regular basis to foster ongoing learning and	• Improved strategies and tools for outreach and decision-making. • Increased sense of trust in government from community members.

Principle Public agencies that achieve excellence in public involvement work embody the following principles:	Benchmarks How do we know we're making progress toward the principle?	Results Why is it worth trying to meet this principle?
	improvement. • Evaluation methods are tailored to different audiences to ensure meaningful feedback from all parties involved in a process, including constituents, stakeholder groups, staff and management. • Best practices are identified and shared.	

DRAFT Ideas for Implementation Mechanisms
for Public Involvement Principles

The following ideas initially were developed by the PIAC Policy working group; the full PIAC reviewed and suggested changes on Feb. 2. 2010.

Brief Public Involvement Summary to Accompany Ordinances:

- **Supplemental Staff report to accompany all ordinances to City Council:** Have council require bureaus to include very brief information on the public involvement used and stakeholders involved in the development of the substance of the ordinance (similar to what Comm. Saltzman has required). *RECOMMENDATION FROM Comm. Fritz's office and past system analyses.*

Bureau Comprehensive Public Involvement Plans

- **Ask City Council adopt an ordinance that would require each bureau to develop a general public involvement plan.** PIAC suggests that each bureau plan should include elements, such as:

  o **Work/Constituency Analysis:** Prepare an analysis of the type of work the bureau does and the types of constituencies and stakeholders that would have an interest in or be affected by that work and identify the bureau's general priorities for public involvement..

  o **Assessment Mechanism:** Identify an assessment mechanism that the bureau will use to determine the levels of public involvement that are appropriate for different projects (e.g. Bureau Innovation Project #9 Toolkit).

  o **Staffing:** Develop a plan to ensure that the bureau has staff members with the right skills and experience in public involvement to implement public involvement activities effectively. (Either by hiring people with the right skills or ensuring that other staff get the training they need to be effective.)

  o **Resources:** Show how adequate funding for public involvement is factored into project budgets.

  o **Peer review:** Create a mechanism to encourage peer review of proposed public involvement process designs (either by other bureau staff or by public involvement staff from other bureaus—possibly through the City Public Involvement Network (CPIN).

  o **Point Person for PI/Quality Assurance:** Identify a person who will serve as a single point of contact in each bureau for public involvement questions and concerns. Assign this person or another individual the responsibility to monitor monitor the bureau's public involvement processes to make sure they are being implemented effectively and follow best practices.

o **Evaluation/Learning:** Establish some system for evaluating the bureau's public involvement processes and capturing any lessons learned.. Community members and other stakeholders (including stakeholders from other bureaus) should be involved in the evaluation of the bureau's public involvement processes.

o **Tracking/Reporting:** Plan to track information about public involvement processes— e.g. types of processes, number and types of people/communities/stakeholders involved, results and lessons learned. Bureaus could be asked to prepare a brief report each year and share this with the City Council and the public. (May be coordinated with Title VI Civic Rights reporting requirements.)

o **Consultant Guidelines:** Adopt guidelines on the most effective ways to select and use public involvement consultants.

Things PIAC Could Do

- **Develop Examples/Guides for Bureau General PI Plans:** Offer guides and examples of ways the bureaus can develop the different elements of their general public involvement plans (e.g. suggest use of BIP#9 toolkit as the assessment mechanism, develop guidelines for using public involvement consultants, clear measures, evaluation and reporting methods, provide guidance/best practices on engaging non-geographic communities, etc.)

- **Review Bureau Comprehensive PI Plans:** Review and comment on bureau general public involvement plans.

- **Public Involvement Annual Report Card:** Develop a "report card" similar to Customer Service Advisory Council process to report annually on how bureaus are meeting the seven principle areas.

- **Rotating More In-depth Reviews:** Engage in more in-depth reviews of bureau public involvement policies and processes on a rotating basis. Each year, teams of PIAC members could visit a few bureaus, review their public involvement policies and processes, and interview staff, community members and stakeholders. The PIAC review teams could then share their observations with the bureau leaders and staff and offer constructive suggestions.

- **Staff Training:** Develop and offer training for bureau public involvement staff on how to fulfill the seven principle areas.

- **Update Public Involvement Handbook:** Update existing handbook to guide bureau staff on implementing the seven principles in their work. Consider material from existing bureau public involvement guides (e.g. PDC public involvement manual).

- **Best Practices (consulting?):** Identify and share best practices; offer advice and guidance to bureaus that request it.

- **Civil Rights Title VI Plan:** Collaborate with the upcoming Title VI plan which will involve mandatory reporting and program reviews of bureau's progress in employing inclusive participation strategies.

Enhancing the quality of Portland's Neighborhoods through community participation

Public Involvement Advisory Council Presents First Annual Progress Report

February 10, 2010

Contact: Afifa Ahmed-Shafi, 503-823-5202, afifa.ahmed-shafi@ci.portland.or.us

The City Council created the Public Involvement Advisory Council (PIAC) in 2008, in response to urging from community members and City bureaus, to help the City conduct more consistent and meaningful public involvement processes.

The PIAC is a 32-member advisory council made up of representatives from 13 City bureaus and 13 community organizations, representing a diverse range of the community. This unique arrangement reflects a partnership between community and government.

The PIAC is charged with proposing public involvement guidelines for the City of Portland, which will be presented to the Mayor and City Council for consideration and approval.

The Office of Neighborhood Involvement funds 1 FTE to provide staffing for the PIAC, in addition to other duties.

Summary of what the PIAC has achieved in our first year

The PIAC spent the first few meetings defining their collective values and guiding principles. These serve as the basis for developing future recommendations regarding Citywide public involvement. Our five guiding principles include:

- **Partnership:** A model of partnership between community and government.
- **Consistency:** The creation of shared guidelines and expectations for City bureaus to adapt and employ in their public involvement processes. While a uniform model will not serve the unique needs of bureaus, a basic level of consistency will increase the public's ability to understand and get involved in City processes. It also provides bureaus with resources and guidance in public involvement.
- **Representation:** Reducing barriers to involvement in order to be inclusive and representative of the whole community by actively working to include those that have been historically excluded, as well as building the City's capacity to respond to Portland's shifting demographics.
- **Effectiveness:** Ensuring that our work leads to tangible, measureable outcomes that increase the quality of public involvement and the sustainability of high quality processes.

- **Implementation:** Incorporating action steps, monitoring, and evaluation into all PIAC recommendations. Providing ongoing guidance and support for bureaus' implementation of recommendations.

The PIAC spent the next few meetings reviewing a total of 65 past public involvement recommendations from major past efforts, including the City Council adopted *Five Year Plan to Increase Community Involvement, Bureau Innovation Project 9,* and *Public Involvement Task Force.* These past recommendations were organized into three major subject areas and a working group was developed to respond to each area. The name and goal of each working group are:

- **Process Group**: To design internal City guidelines that guide and support bureaus in implementing quality public involvement processes.
- **Policy Group**: To develop Citywide policies that advance quality public involvement.
- **Community Empowerment Group**: To support and increase the City's skills and ability to engage the community in a community empowerment model.

The working groups each chose top priorities that are listed below. The PIAC is currently meeting individually with City Council members and bureau directors to discuss and consider these priorities. The PIAC is also seeking input from community stakeholders by presenting at community meetings, conducting focus groups, and issuing an upcoming online and paper survey.

Once input is received and incorporated from community stakeholders, City Council, and bureau directors, the PIAC will finalize recommendations and present them for adoption to City Council. Once new policies are adopted by City Council, the PIAC will work to advise and support implementation in bureaus, as well as begin work on other priorities.

Our Current Working Priorities

Public Involvement Principles & Public Involvement Plans for Bureaus

The PIAC Policy group is working to update Public Involvement Principles to reflect current best practices. This new set of principles would replace the City's adopted 1996 Citizen Involvement Principles (Resolution No. 35494). The seven new principles are: Partnership; Early Involvement; Building Relationships and Community Capacity; Inclusiveness and Equity; Good Quality Process Design and Implementation; Transparency; and Accountability

Each principle will include corresponding benchmarks and expected outcomes to serve as a road map to guide bureaus in establishing consistent, effective and high quality public involvement across Portland's City government. The principles also intend to set out what the public can expect from city government, while retaining flexibility in the way individual City bureaus carry out their work.

Along with the principles, the PIAC will ask City Council to require that each bureau create a public involvement plan which will demonstrate how the bureau intends to meet the City's public involvement principles. Additionally, the PIAC will ask City Council to require a very brief "Community Involvement Statement" – similar to the currently required "Financial Impact Statement" – to be included with any new ordinances. The Community Involvement Statement would describe how the community was involved, if applicable, in the development of the ordinance.

The PIAC has approved a first draft of these principles, benchmarks and expected outcomes and have begun to share them individually with City Council members, bureau directors, and the community in order to obtain input and create a finalized version to be presented to City Council for adoption in spring 2010.

Budget process

The PIAC Process group is working to recommend process improvements for the 2011-12 bureau and Citywide budget processes. The group is currently observing, researching and evaluating existing budget participation efforts with an eye towards addressing the following topics: Early Community Involvement and Consultation, Notification and Outreach, Level of Public Involvement in the Budget Process, Community Representation, Education and Level of Understanding, Transparency and Accessibility, and Evaluating and Improving Budget Outreach, Education and Input Strategies.

Recommendations for the budget process will be presented to the Mayor and City Commissioners for review and adoption in summer 2010.

Engagement of non-geographic communities

The PIAC Community Empowerment Group is working to develop a mechanism that assists bureaus to build relationships with communities that do not often participate in the formal neighborhood system, such as communities of color, immigrants and refugees, low income communities, etc. The objective of this mechanism is to assist bureaus to be actively inclusive of specific non-geographic communities that are relevant to the particular aims of a given bureau. The group will interview bureaus on current practices, needs and challenges in order to create recommendations to be presented to City Council, bureaus, and the community. The group will finalize recommendations and present them to City Council in the fall of 2010.

Additionally, the PIAC is collaborating with the City of Portland Civil Rights Title VI Program. This program, located in the Office of Management and Finance, is currently being developed to ensure compliance with the Civil Rights Act of 1964 which states that "no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance" or under any program or activity of an entity receiving Federal financial assistance. The PIAC is collaborating with the Title VI program to support and guide

bureaus in their compliance with Title VI requirements to utilize Inclusive Participation techniques and methods. We will also collaborate on reporting methods for bureaus as to increase the efficiency of our efforts and to decrease reporting burdens for bureaus.

Conclusion

An official City advisory council with a membership divided between City staff and community members, that is charged with working collaboratively to create public involvement guidelines, is truly a unique model that does not exist elsewhere in the nation. PIAC members have forged strong working relationships that have allowed them to move forward on long-needed improvements to Portland's public involvement policies and mechanisms. Once again, Portland is leading in the nation with this innovative approach to institutionalizing and supporting Citywide public involvement best practices.

The PIAC looks forward to ongoing collaboration with City Council, City bureaus and community members to strengthen and improve Portland's rich culture of public involvement. We look forward to returning to City Council three additional times this year to seek adoption of each of the above recommendations that will improve the City's effectiveness and success in engaging the public, and will increase the public's satisfaction in having their voices heard and incorporated in City processes.

For more information, visit www.portlandonline.com/oni/piac or call 503-823-5202.

An online survey will be launched in mid-February inviting the public to comment on PIAC's draft work.

DRAFT changes
IX: Review of Office of Neighborhood Involvement Standards

Update on changing this section

- The ONI BAC approved of the concept of changing procedures for review and updating the ONI Standards at their September 2009 meeting. The BAC agreed that the existing process would likely require a lengthy review process of the entire document for which few would likely volunteer. The BAC directed ONI staff to develop a recommendation for updating this section.
- Paul Leistner, Brian Hoop, Mark Sieber, and Leonard Gard met February 23, 2010 to outline changes to the procedures for review and updating of the ONI Standards.
- Changes to this section are necessary before any other changes can be considered such as changes to the relationship of Business Associations with ONI, the role of DCL organizations and communities beyond neighborhood boundaries, and changes affecting neighborhood associations.
- This is a first draft. The recommendation is to follow the procedures below with expected approval by Council this summer.

1st draft changes to Section IX of the ONI Standards

The Bureau Advisory Committee (BAC) of the Office of Neighborhood Involvement shall be empowered to review and consider changes to these Standards. Any party wishing to propose amendment(s) to the Standards may do so by submitting the proposed amendment(s) in writing to the director of ONI who will initiate review with the BAC. The BAC shall delegate consideration of specific proposals to a review committee which shall submit recommendations to the BAC for approval.

A. Composition of the review committee

All representatives shall be chosen by their organizations. The chair of the committee will be selected by the committee. The chair of the committee will be a volunteer representative. The committee shall have a minimum of five members. Positions on the committee are provided for the following stakeholders:

1. A volunteer representative of each District Coalition,
2. A volunteer representative of Business District Associations,
3. A volunteer and/or staff representative of each Diversity and Civic Leadership program funded organization,
4. At least one representative of District Coalition staff,
5. At least one representative of Office of Neighborhood Involvement staff, and,

6. A representative of City bureaus other than the Office of Neighborhood Involvement.

B. Procedure for review and approval of recommendations

1. The Director of ONI shall direct staff to develop report with background information, issues for consideration, and initial recommended language.
2. ONI shall notify all organizations recognized and acknowledged by the bureau as well as all organizations funded by the bureau, and all City agencies, that a review committee has been established with a minimum of 45 days previous to their initial meeting. ONI shall also post notification on its email oni-notification subscription list.
3. The liaison to the ONI from the City Attorney's Office shall review draft language before submittal to the BAC.
4. The review committee shall submit recommendation(s) to the Bureau Advisory Committee.
5. Draft recommendations will be distributed to each Neighborhood Association, District Coalition, Business District Association, all City agencies, diverse community organizations in the Office of Neighborhood Involvement's database, other affected stakeholders who've requested to be notified. The review and comment period shall be no shorter than 60 days.
6. At least one public hearing will be scheduled to receive oral and written testimony from all interested parties.
7. The Bureau Advisory Committee will then review the public comments and approve any final changes before referring amendments to the Commissioner-in-charge for approval.
8. The Commissioner-in-charge shall then present to City Council for approval.