

City of Portland - Office of Neighborhood Involvement
Bureau Advisory Committee (BAC) Summary Notes
September 12, 2011

In Attendance:

Christina Albo (Resolutions NW), Anne Dufay (SEUL), Richard Bixby (EPNO), Sylvia Bogert (SWNI), April Burris (North Tabor), Leslie Foren (Elders in Action), Donita Fry (NAYA), Kayse Jama (CIO), Doretta Schrock (NPNS), Mark Sieber (NWNW).

ONI Staff: Afifa Ahmed-Shafi (CNIC), Amalia Alarcón de Morris, Katherine Anderson (Crime Prevention), Amy Archer, Brian Hoop (CNIC), Paul Leistner (CNIC), Dennis LoGiudice (Graffiti), Stephanie Reynolds (Crime Prevention)

Volunteer Facilitator: Elizabeth Erickson

Welcome and Introductions

Amalia Alarcón de Morris welcomed everyone to the BAC and lead the group in introductions.

Update regarding Budget

Amalia and Amy provided some basic updates regarding budget. There is no new information yet regarding the FY12-13 budget development process. Based on the limited information available, we suspect and hope that this year will be a relatively neutral budget process and we are likely to be advocating to sustain the budget we received in FY11-12. ONI typically kicks off the budget cycle with an October or November BAC meeting. This year it is likely to be November since we are focusing initially on the Five Year Proposals being submitted by programs.

Steering Committee and Chair Volunteers/Nominations

Amalia explained that every budget cycle we solicit volunteers to participate on the BAC Steering Committee and as Chairs of the BAC. This is a commitment through the budget process, generally October through March/April. The Steering Committee meets with ONI staff in between BAC meetings for approximately 1 ½ to 2 hours to help with planning the agenda and strategize about the meetings and next steps. The Chair(s) participate on the Steering Committee and also provide leadership during the meetings or meeting requests in between meetings. We welcome people who have participated previously and also people who are new to the budget process at ONI. All voices are welcome and helpful in planning our discussions. The following individuals volunteered for the Steering Committee: Christina Albo, Doretta Schrock, Anne Dufay. Michael Boyer was absent but had previously indicated interest in participating on the Steering Committee. Kayse and Donita indicated that the DCL partners would volunteer somebody to co-chair the BAC. They will discuss with partners and let ONI know who will participate.

ACTION: Amy will send an announcement to the BAC participants soliciting additional volunteers.

Facilitation

Amy stated that ONI has had one or more facilitators each year to help facilitate the ONI budget process meetings. Funding had been cut in prior years and for the past two years the BAC has been facilitated by volunteer facilitators. Amy announced that Elizabeth Erickson was present today as a volunteer facilitator for part of the meeting. She has facilitated the BAC as a volunteer for the past two years and has indicated interest in continuing this year to support our efforts. Elizabeth brings a lot of facilitation experience and has become very familiar with BAC participants and ONI programs. Amy and the BAC members present thanked her for her work and welcomed her to another year.

Ground Rules and Messaging

Amy stated that at the end of the last budget process, the Commissioner had asked the ONI BAC to begin work on reviewing priorities and developing a 5 year plan for ONI. All programs and partners had been asked to evaluate their own programs and develop proposals for the BAC. The BAC would begin hearing the proposals later this meeting, but first would spend some time brainstorming the ground rules for this discussion and messaging. Amalia stated that over several years we have all worked very hard to build strong relationships with existing and new partners. When there has been the potential for money in the past there have been some inflammatory comments or potential for fighting since all programs are underfunded and in need of additional funds. Right now there is no money to be had and we do not want to lose relationships fighting over money that doesn't even exist. The purpose of this brainstorm is to identify the ground rules for the conversation and also the messaging for people who are outside this process and may not realize there is no new money right now. The brainstorm is attached at the end of these notes and included comments in the area of financial, vision and process.

Program/Partners 5 Year Plan Proposals

At this meeting, two of the programs/partners distributed copies of their program proposals and gave a brief summary of the contents. The proposal documents are included at the end of these notes. Other programs will distribute and present their proposals at future meeting(s).

Elders in Action

Leslie provided an overview of the Elders in Action (EIA) proposal to help Portland become an Age-Friendly City. The program builds on the World Health Organization's Age Friendly Cities project. EIA has been working to make Portland elder friendly since 1993 and have the credibility to make this happen. They currently have 6 full time staff and 2 part-time staff. This proposal would require adding 0.6 FTE. The focus would be on engaging and involving all of their partners to build a culture of Age-Friendliness so this is not just a start up. The BAC asked some follow up questions, including:

- Does EIA work on building capacity, outreach and providing trainings?

- The goal is to empower older adults to engage and to advocate for their rights.
- EIA provides bigger trainings for the business community on how to be Elder Friendly.
- EIA staff and volunteers are intended to be the link between older adults and resources. They do not want to be the service providers, but provide the link and empower them to engage.
- Provide examples of the topic areas listed such as “outdoor spaces and buildings”.
 - An example of outdoor events in parks where there is no/poor lighting and uneven ground so it is hazardous for many but particularly older adults. EIA advocates for safer transit options and lighting to address the needs. They also are very engaged in housing advocacy.
- A suggestion was made that there is opportunity to connect and collaborate with other organizations to reach people of color on age friendly issues.

Coalition/Neighborhoods

Mark distributed the Coalitions’ proposal and provided a brief review along with other Coalition staff present on how it was developed and what it contained. Following are some of the key points discussed:

- The document provided is a compilation of all seven coalition offices, including 2 city-run offices and 5 non-profits. Although there is variation across all the offices, that is taken into account as this is an aggregate of each office’s budgets and proposed changes.
- It began with a brainstorm from staff and boards on what they would like to be different, which is summarized on page 4 and 5 of the document including program/services expansions as well as what a “fully-functioning” coalition office would include. This is not a “dream” budget that we won the lottery and got everything we could possibly want, but a reasonable approach for a 5 year plan and what is required to meet the core services required currently but not fully funded.
- One key piece is that it would result in more staff working directly with neighborhoods and volunteers, not splitting so much of their time doing administrative at the same time as providing services.
- It requires approximately double the budget of what they have now and increases the resources that go directly to the community.
- Items like outreach and communications are some modest numbers that have a big impact like the \$4000 for web hosting.
- The all household mailing allows for substantive communication to let people know what the coalitions and neighborhoods are doing. It is just a modest single pager once per year. It was a guess based on past experience, approximate number of households (though don’t have current census data yet) and businesses.
- They compared to functioning organizations, like the City for issues like computer replacement schedules, that non-profits should aspire to so that they don’t spend

so much time struggling with things like equipment barely functioning that limits the work they can do.

- They used the non-profit associations salary survey and used a modest level of 25-50%.
- In future, they could leverage even more money with volunteer time as they have the capacity to increase volunteers and provide the support they need to be sustained.
- Paul mentioned that Dr. Smock was involved in the Community Connect process and had been asked what it would take to effectively organize and provide support to neighborhoods and she responded one paid organizer per neighborhood. That would require 95 staff, which is much more than this proposal suggests. It is amazing what volunteers can do if they have the support they need.
- This does not include small grants, childcare/translation funds, or any other separate projects. The proposal is just related to core funding.
- The technical upgrades are good items to consider for one-time funding opportunities. Kayse stated that DCL partners struggle with the same issues so it could be an item that would be good to look at across all partners.
- Thank you to Mark for compiling all the data into the document!!

Several group members stated that the conversations that came from the coalition presentation was very illuminating, which one goal of this conversation. Others mentioned a desire to absorb the information and have time for questions. ONI plans to continue with presentations at the October meeting and have opportunities for lots of discussion and questions.

Amy suggested that we may want to make the October meeting longer to allow ample time for presentations.

Future Agenda items:

- October BAC – focus on remainder of presentations: DCL program, Resolutions NW, ONI internal programs, other Coalition add-ons, etc.

Next Meeting: Monday, October 10, 2011, 5:30pm-8:00pm – City Hall, Lovejoy Room

Ground Rules, Messaging and Communication Brainstorm

ONI BAC Sept 12, 2011

3 Themes: Financial, Vision, Process

Financial

There is no additional money
Let's make agreements if there is any new money

Vision

Let's support each other
We will know more about each other from this process
Unite
Speak with one voice
Have a values discussion instead of focusing on the budget (not having budget as the framework)
Utilize an equity lens
Aim for everyone having what they want in 5 years
Think about what kind of city we want to be.
Dream our vision, not fight for scraps
Implement ONI's vision
Recognize it is hard to shift from old way of thinking (scraps).
Remind each other
Excitement
Keep it in mind, though, that this is dreaming within the budget context
Start with the dream
Abundance framework

Process

Think of this as strategic planning
 Focus
 Cohesion
 Not individual
 Think in terms of the whole, all of ONI
 Values
Develop a business plan to pitch to investors.
Include Portland Plan
Be cognizant of the 5-year plan. Check for matches and add new ideas.
Coalition Plan presented and they ask for help and tell them input.
Step away from explaining for the sole purpose of prioritizing.
Move away from "my program"
View it as something evolving.
If we had enough, what would it be?
Ask, "who's missing from the table?"
Maximize resources from sustainability
Don't worry about being proportional across orgs, with each other: consider the unique needs and operations of each office. Each will do it differently.
Creative in this process, even if it's not what we've written
Focus on functions and systems, not the money
Group process.

Program Name: Elders in Action

Proposal Name – Helping Portland to become an Age-Friendly City
Neighborhood by Neighborhood

Contact Name – Vicki Hersen/Elders in Action

Challenge/Problem/Needs Statement - The Institute on Aging at Portland State University completed a summary of findings in 2007 based on the World Health Organization (WHO)'s Age Friendly Cities project that assessed the City of Portland's strengths and deficiencies in meeting the needs of the growing mature population. Portland was the first U.S. city to embrace the vision and goals of an Age Friendly city and formally joined the WHO Global Network in June 2010. There were eight topic areas that were assessed and it was found that there has been insufficient attention to planning for fast growing elder population.

Proposed Solutions and Goals — To help businesses and services better serve older consumers ➡ Create a community more inclusive of older adults.

Using the excellent research of the PSU Institute on Aging, we will work in concert with their Advisory Group for Portland's Global Network of Age-Friendly Cities Project. We will work with the Bureau of Planning and Sustainability and their Main Streets projects and tap into the recently approved **Portland 5 year Neighborhood Economic Development Strategy** to maximize resources with neighborhood associations, business and community partners in a proactive way to ensure that the essential features of an Age Friendly City are met. We will work with all ONI partners to ensure that the diverse cultural and physical needs of a neighborhood are met.

We will use the tools we developed in 1993 to assess the "elder friendliness" of the city's offices and services and area businesses in the 8 "Age Friendly Cities" topic areas using our trained elder evaluators. By providing helpful education and advice to neighborhoods and businesses involved in Neighborhood Economic Development or Main Street projects we will assist in a positive way in helping Portland improve in the 8 "Age Friendly Cities" topic areas:

- Outdoor spaces and buildings
- Civic participation and employment
- Respect and social inclusion
- Social participation
- Housing

- Transportation
- Community support and health services
- Communication and information

Outcomes/Results – Benefits to business: Older consumers shop in their stores, engage service providers, share positive experiences and provide referrals.

Benefits to neighborhoods: When older adults are able to engage in the community the population is more active and healthier. We create a more diversified, inclusive community.

Benefits to older adults: Older adults are more comfortable actively engaging in the community. Healthier, active, more engaged members of our community.

Budget Impact – We would add a .6 FTE staff to coordinate the Age Friendly Portland Project. This person would work with other ONI partners, the Bureau of Planning and Sustainability, and other City Bureaus. We estimate the cost to be \$50,000 a year of ongoing funding.

Connection to ONI's Strategic Plan- Helping Portland to achieve Age-Friendly status connects to all five of ONI's Goals: **Community Involvement, Capacity Building, Public Impact, Livability and Safety, and Services.**

Overview of Neighborhood District Coalition 5-Year Strategic Budget Proposal and Priorities

(
9/12/11 ONI BAC Meeting
(Revised 09/13/11)

At the request of Commissioner Fritz and ONI, the seven neighborhood district coalition offices each developed their own 5-year dream budgets. A committee of coalition representatives then aggregated this information into a single unified proposal.

This document describes the coalitions' process, summarizes the budget proposal, shares some key points, describes increased service to the community and increased internal capacity in the coalition offices, and shares the results of the coalitions' prioritization exercise. A spreadsheet with proposed budget numbers for this unified proposal is attached.

OUR APPROACH TO THIS EXERCISE

Our strategic budgeting exercise focused on two areas:

Expanded Services:

- What's missing? If Portland's community involvement system were living up to its potential, what would your coalition be doing that it's not doing now?
- What in the Five-year Plan to Increase Community Involvement still needs to be done?
- What would help neighborhood associations feel fully supported? What do neighborhoods and other community groups want/need from the coalitions?
- How can we reserve capacity to be able to respond to the city bureau projects and initiatives that come up each year.

Core Functions:

- What additional resources would you need to be able to fulfill the existing City mandates for the neighborhood coalitions and neighborhood system?
- What should be the core functions that every coalition provides?
- What is the basic staffing each coalition should have?

KEY POINTS TO CONSIDER

Equity across coalitions: The need for greater equity in funding and resources across the neighborhood coalitions has existed for some time. Each coalition is different in geographic size, number of neighborhoods, population, culture and community needs. The aggregated budget proposal reflects greater equity because it incorporates what each coalition said it needed to achieve its dream for adequate core and expanded functions in each area of the city.

Effective community organizing takes a lot of support: During the Community Connect review of Portland's community engagement system, committee members asked Dr. Kristina Smock, a community organizing expert and consultant to Community Connect, what level of support would be needed to achieve high levels of participation and involvement in all Portland's neighborhoods. Dr. Smock said the ideal would be one paid community organizer for each of Portland's 95 neighborhood associations. While this proposal does not come anywhere close to this ideal, the increase in staffing will increase significantly the coalitions' ability to reach out to and involve community members and build the capacity of individuals and neighborhood and community organizations.

More dedicated staff working directly with neighborhood associations: Current staffing levels have limited the ability of coalitions to provide direct service to meet the organizational and program need of neighborhood associations. Additional staffing will significantly improve outreach and capacity building support needed by many neighborhood associations.

Increase in administrative staffing leverages greater ability to support the community: Increased administrative support will allow coalition directors and other coalition staff to focus much more of their time to program activities and working with the community.

More funds will go directly to neighborhood associations: Since the creation of Portland's Neighborhood System in 1974, neighborhood associations have struggled to communicate regularly with all their residents. During the first years of the system, one of the main roles of the Office of Neighborhood Associations (ONA) was to help neighborhoods do newsletters and to produce a citywide neighborhood system newsletter. The proposed big boost in communications funding to neighborhoods will dramatically increase their ability to reach out to and involve their community members.

Community-based research and needs assessment: Additional resources will give the coalitions the capacity to help neighborhoods assess the needs of their communities and to be much more strategic and effect in building capacity in neighborhood associations and linking neighborhoods with the many other community organizations that make up the fabric of the community.

Capacity building will help groups take advantage of grant/funding opportunities: Many neighborhood and community groups don't have the capacity to develop project ideas, successfully apply for grants and other funding, and to implement their projects. Increased coalition support will help neighborhoods develop this capacity to take advantage of grant and other funding opportunities. This greater capacity throughout the system, will increase the ability of neighborhoods to partner with government agencies and other funders on broader service programs (like the citywide neighborhood cleanups funded through BPS and Metro).

WHAT WOULD BE DIFFERENT?

(The order of the external and internal elements below reflects the priorities voted on by the neighborhood coalition directors and board chairs at their meeting on July 14, 2011.)

Expansion of programs and services in the community:

- **COMMUNICATIONS:** Expansion of neighborhood ability to communicate with their community members including neighborhood newsletters, all-household mailings (post cards/flyers, etc.), websites, social media, etc
- **FORUMS:** Community forums/dialogues—hosted by one or more coalitions and/or citywide—to build relationships, work on broader policy issues, and share information and strategies.
- **ISSUE AREA SUPPORT:**
 - **Land Use**
 - **Sustainability:** support for coalition and neighborhood association sustainability committees and projects
 - **Transportation**
 - **Crime Prevention**
 - **Emergency Preparedness**
- **CULTURAL COMPETENCY:** Build capacity to apply an equity lens to coalition and neighborhood association work; strengthen outreach, training, support and partnerships, translation/interpretation, evaluate demographics—know your community!
- **DIRECT SUPPORT:** Increased direct support to neighborhood associations (e.g. outreach, strategic planning and advocacy, technical assistance, communications, organizational support, etc.)
- **COMMUNITY ORGANIZING/OUTREACH:** Significantly increased capacity to help neighborhood associations develop and implement outreach strategies, including door-to-door canvassing, community events, and more.
- **ADVOCACY:** Provide strategic planning and implementation support to neighborhood and community policy projects and advocacy/issue campaigns.
- **TRAINING:** Develop ongoing/regular leadership and skill training, identify best practices and toolkits as well as peer-to-peer sharing/learning opportunities.
- **CITY AGENCY SUPPORT:** Support for city bureau outreach projects; coordination of community response to city bureau policy projects (e.g. Portland Plan, Comp Plan, etc.)

Fully-functioning coalition offices:

- **COMMUNICATIONS:** Develop overall coalition communications strategy that includes messaging, branding, coalition website, organizational brochure, newsletters, email lists, blogs, etc.
- **VOLUNTEER MANAGEMENT:** Expand capacity to recruit, train, manage and support volunteers, including creation of easy to use and complete database of volunteer information.
- **CONSULTING:** Access outside expertise/assistance to develop policies and operations manuals and conduct periodic policy review in areas including: legal, I.T., and Financial expertise/assistance, including ongoing accountant/bookkeeping/tax services.
- **PHYSICAL SPACE AND EQUIPMENT:** Ensure adequate work spaces, phones, furniture, computers and other technology to accommodate existing and additional staff; as well as adequate space to host community meetings and events.
- **PARTNERSHIPS:** Cultivate and support partnerships with other community-based organizations.
- **SALARIES/STAFF DEVELOPMENT:** Provide salaries adequate to attract and retain skilled and knowledgeable coalition staff and offer professional development for staff, including training, conference attendance, etc.
- **FUNDRAISING:** Diversify and increase funding/revenue sources.
- **ADDITIONAL FUNDING for:**
 - Hospitality—food and refreshments at meetings
 - Supplies
 - Mailings to the community (postage and printing)
 - Interpretation/child care/transportation.
- **INSURANCE:** Offer adequate insurance to cover a broad range of neighborhood and community events and activities
- **OFFICE/BUSINESS MANAGEMENT:** Strengthen internal management and administrative support capacity to implement policies director develops; build relationships with public agencies and funders; and free up time of other staff to provide more service in the community.
- **REPORTING:** Ensure capacity to respond to ONI/City and other reporting requirements.
- **EVALUTION/DOCUMENTING:** Build capacity to create benchmarking to measure outcomes—not just activity, capture success stories, and support effective strategic planning.

OVERVIEW OF PROPOSED 5-YEAR DREAM BUDGET

The Neighborhood Coalition 5-Year Dream Budget is approximately \$4.3 million—just about double the current FY 11-12 budget of \$2.16 million.

The main elements of the budget include:

- **Increased staffing to allow expansion of programs and services** (e.g. community outreach and capacity building, direct support to neighborhood associations, volunteer management, electronic communications, administrative support, bookkeeping/accounting, IT services, payroll processing, etc.) (“Outreach/Personnel”)
 - (current plus increased funding) **\$3,383,455**

- **Program support to ensure well-functioning coalition offices** (e.g. office and meeting facilities, office equipment, Internet/telephone, office supplies, insurance, etc.) (“Program Support”)
 - (current plus increased funding) **\$ 446,918**

- **Outreach communications support** (e.g. web hosting, newsletters, hospitality for meetings/events, all household mailing, discretionary communication funds for neighborhood associations) (“Outreach/Communications”)
 - (current plus increased funding) **\$ 504,550**
 -

- **TOTAL BUDGET in Year-Five:** **\$4,334,923**

Additional Proposals:

- Periodic Technology Upgrades—upgrade computers/copiers and other office technology/equipment on a regular cycle.
- Increased funding to allow expansion of the Neighborhood Small Grants Program
 - NOTE: Seattle’s neighborhood grants program has given out an average of \$1.9 million per year since 1988 (\$45 million over 23 years). Portland, this year is providing \$223,000 for neighborhood grants.)
- Increased funding for Graffiti Abatement Grants.

**Neighborhood Offices
Combined "Dream" Annual Budget 2016***

Outreach/ Personnel	Position	FTE	Salary Range Low	Salary Range High	Range Average	Total (high)		
	Executive Director	7	\$60,250.00	\$84,000.00	\$72,125.00	\$588,000	7 Neighborhood Offices	
	Deputy Director (Program Director)	2	\$48,922.00	\$58,115.00	\$53,518.50	\$58,115		
	Administrative Support	7	\$25,000.00	\$28,850.00	\$26,925.00	\$201,950		
	Program Manager	12	\$38,000.00	\$43,000.00	\$40,500.00	\$516,000		
	Volunteer Coordinator	20.75	\$31,000.00	\$34,850.00	\$32,925.00	\$723,138		
	Electronic Communications/I.T.	5	\$42,000.00	\$49,800.00	\$45,900.00	\$249,000		
	Bookkeeping/Accounting	1.5	\$29,000.00	\$33,300.00	\$31,150.00	\$49,950		
	Total FTE	55.25			Total Salary ¹	\$2,386,153		
	Benefits (Med & Dental Value)					\$658,480		
	Payroll Taxes					\$186,972		
	Workers Compensation Insurance					\$3,800	Personnel: Program est. 89%	
	Bookkeeping/Accounting					\$49,000	\$3,011,275	
	I.T. Services					\$5,050	Personnel: Admin. est. 11%	
	Payroll Processing					\$15,000	\$372,180.00	
	Other Prof. Services ²					\$79,000	Total Personnel	
							\$3,383,455	
Program Support	Rent/Building Maintenance & Reserves					\$226,862	Support: Program est. 89%	
	Technology: Computers ³					\$20,800		
	Office Equipment ⁴					\$7,000		
	Telephone					\$32,378		
	Internet					\$5,920		
	Other Utilities					\$6,000		
	Office Supplies					\$26,525		
	Printing & Copying non-Newsl.					\$34,000		
	Postage					\$5,025		Support: Admin est. 11%
	Organizational Fees					\$6,100		\$397,757
	Directors and Officers					\$36,660		
	Liability & Volunteer Accident					\$38,713		\$49,160.98
	Accident					\$935		Total Program Support
							\$446,918	
Outreach/ Communications	Web Hosting, ISP, Domains					\$4,050	Outreach/Com. Program= 100%	
	Newsletters					\$189,000		
	Hospitality (\$150 per Neighborhood + \$750 per coalition/neighborhood office)					\$20,500		
	All-Household Mailing (one per year)					\$196,000		
	Discretionary Communications Funds \$1000 per NA					\$95,000		Total Outreach Communications
							\$504,550	

*This needs assessment responds to a request from the Commissioner and does not represent an actual budget request

¹Two of the seven neighborhood offices are run by the City; some costs are internally supplied and are included in this line item

²The salary ranges for each job classification reflect the 25th to the 50th percentile from the NAO 2011 survey.

³Desktop Computers @\$1200/4 years=\$300 x36 ;Laptop Computers @\$2000/4 years=\$500x20

⁴Copiers @ \$8,000/8 years=\$1000x7 offices

⁵Program/Admin percentage split was determined from a survey of neighborhood offices' current costs

	Total Program ⁵
90%	\$3,913,582
	Total Admin ⁵
10%	\$421,341
	Total Budget:
	\$4,334,923