

Office of Neighborhood Involvement
Bureau Advisory Committee
Updated Oct 14, 2013

Summary of BAC Exercise:
Issues/Challenges, Losses and
Accomplishments by Program

CNIC program: Issues, challenges, losses, accomplishments

See specific program pages for their issues, challenges, losses, accomplishments

Issues and Challenges

Leadership training institute

There has been ongoing interest in better coordination of leadership training programs across ONI's grantees. The question is whether that is a decentralized approach increasing funding for each of our grantees to provide leadership trainings vs. a citywide training institute coordinated by ONI. That model was considered as a proposal back in FY 06 when ONI's BAC was first considering a significant funding expansion under Mayor Tom Potter.

- Digital engagement – coordination of social media at ONI within a decentralized system, deliberations and voting online, digital divide issues
- Database of community contacts – citywide database coordinating public involvement contacts, updated lists of diverse community organizations, meeting spaces, fairs and festivals, media lists
- Facilitation capacity – more resources to coalitions or RNW to assist with group mediation and facilitation for high-stakes conflicts
- Citywide community summits/conferences – dialogues on key issues, connect organizations
- Performance measurement, evaluation – telling our story, documenting program successes

Coordination of City bureau notification procedures and public involvement services

There are inconsistent practices about how bureaus send notices, unrealistic expectations of the role of Coalitions and NA's to distribute info, not early enough notice, and bureaus thinking it's not their responsibility to provide notice on topics critical to neighborhood groups. Others pointed out the need for better coordination between City bureaus and their public involvement processes. Also, many bureaus have a limited capacity to effectively engage historically underrepresented constituencies with culturally competent public involvement services. Consider pros and cons of centralized vs. decentralized public involvement staff structure. Multiple bureaus and commissioners are increasingly leaning upon ONI to provide technical advice or to design and/or implement their public involvement.

Diversity and Civic Leadership (DCL) program: Issues, challenges, losses, accomplishments

Issues and Challenges

Current funding is inadequate and inequitable when compared with other ONI grantees

Current funding only funds 1 FTE or less, and sometimes several part-time positions. This funding is inadequate to effectively implement all the functions in ONI's grant with the DCL organizations. The current grant of about \$80,000 is inequitable in comparison to the funding of other ONI grantees providing civic engagement services. DCL groups established as their dream budget a base funding of \$250,000 for each organization, providing for a minimum of 2-3 FTE and program expenses.

Engaging and funding grants to small and emerging community-based organizations

There has been a consistent call from community organizations of color currently not funded by ONI to provide funding or services to a broader range of smaller and emerging community-based organizations. While a goal of the DCL program is for currently funded DCL organizations to make their leadership trainings and civic engagement programs open beyond their direct membership some communities would still prefer direct funding. DCL funded organizations have also expressed interest in a small grants program similar to the District Coalition small grants program so that they too can utilize resources to build relationships with other organizations.

Expanding program engagement and/or funding to other communities (Communities Beyond Neighborhood Boundaries) and incorporation into ONI code language.

There has been a longstanding interest of Commissioner Amanda Fritz, as well as former ONI policy, to implement recognition of Communities Beyond Neighborhood Boundaries, expanding the cities engagement to include low-income, veterans, LGBTQ, and other non-geographic communities such as floating home communities. There is community interest to extend base funding to an Asian-American specific community-based organization. ONI already funds an elders and disability specific program. This topic also extends to exploring incorporation of DCL structure into ONI code as a permanent core component of the City's civic engagement strategy beyond support for a neighborhood-based program.

Determining standards for how city bureaus contract with ONI partner organizations

City bureaus have increasingly reached out to the five DCL funded organizations asking them to assist with their public involvement programs and/or provide interpretation services. Our partners have observed City government culture does not value community outreach services. Most bureaus don't understand ONI's funding is for capacity building, leadership development and communications support – not to do the City's public involvement work. The DCL organizations and ONI have struggled to establish a consistent expectation that other City bureaus should contract with ONI's partner organizations for such additional services. The District Coalitions have had similar experiences. There is a need to establish consistent standards for how bureaus should engage with and contract with ONI funded organizations. One past option ONI experimented with has been to create a Request for Flexible Standard Services (RFSS).

Measuring civic engagement performance and successes is challenging

Currently ONI and its grantees measure grant compliance by tracking number of activities, attendance, partnerships, trainings, and communications sent out. There are few, if any, best

practices for measuring civic engagement performance that go beyond these measures that can be accomplished within tight budgets. Other ideas such as surveying demographics of participants and tracking successful implementation of community generated ideas would require a significant budget increase in order to measure effectively.

Partnerships between ONI funded grantees (DCL, District Coalitions, Elders, Disability, RNW)

Numerous partner organizations report wanting more opportunities to build working relationships and partnerships between neighborhood, DCL, Elders in Action, Disability program, and Resolutions NW. Some want to focus on getting staff to know each other better as a first step. Others are ready to work on engagement projects together. In FY 07-09 there was a dedicated fund to assist District Coalitions with funding partnerships with organizations they had historically not worked with. ONI has made initial efforts to build bridges with cross-program retreats to mixed results. Others have tried to initiate dialogue, but find staff are very busy.

Making meetings and activities accessible, i.e. language interpretation

Due to earlier budget cuts there no longer is a fund that was provided to the neighborhood District Coalitions for providing language interpretation and translation, bus passes, ADA accessibility, and childcare. DCL funded organizations have identified this as an unfunded need as well. Some coalitions and neighborhoods utilized those funds very successfully back in FY 07-09 while others found minimal need or interest. Challenge might be determining how to divide up funds for geographic areas and DCL organizations where the need and interest is greatest.

City board and commission recruitment of volunteers

- ONI's grant with DCL organizations calls for recruiting people who have ideally gone through their leadership programs to apply to be on City boards and commissions. However, DCL organization staff report their leaders have experienced ongoing tokenism and marginalization and often drop out before their terms are up. There is a need for a citywide review of standards for how City bureaus recruit, orient, attempt to retain volunteers, and evaluate their volunteer engagement efforts.

Others

- Culture of government is not conducive to community involvement.
- Missing opportunity because of lack of capacity.
- Lack of community awareness and outreach to engage our communities.
- Sustain guidance and track successes for DCL graduates.
- Problems with Language Fusion contract for interpretation and translation services.
- Opportunity mapping with Coalitions, Neighborhood Prosperity Initiatives, and Housing Bureau.
- Cully neighborhood legislation. Project Donita's organization is working on.

Losses

- ONI partner organizations – stagnant funding, DCL groups protected from budget cuts

Accomplishments

- DCL program funded - \$80,000 to five community-based organizations
- DCL program coordinator – ONI FTE to coordinate program established
- Hundreds of new leaders of color received culturally specific leadership training
- Organizations in high demand for consultation and outreach services by City agencies
- Significant role in development of equity framework in Portland Plan

- Significant role in voter education and candidate forums
- Significant successes in State legislative agendas through community organizing efforts
- Flouride campaign, increased capacity.
- Leadership programs have affected state and regional policy.
- Clean Energy Works projects with BPS.
- East Portland Action Plan has increased organizational capacity, many DCL graduates are leaders in EPAP.
- No on 58, statewide ballot measure that would have required English immersion in Oregon's public schools.
- Coalition of Communities of Color reports to City Council and other community specific studies.
- Graduated over 500 leaders.
- Minority group contracting with City and other government agencies.
- Assisted with formation of new organizations, such as Somali youth organization.
- Over 400 DCL leadership training graduates have sat on boards, commissions, advisory committees.
- DCL work is more regional, i.e. CIO work in Beaverton and Washington County.
- Leveraged foundation funding for statewide leadership programs for several of DCL programs.
- Advocate for housing issues in East Portland.
- Creation of City's Office of Equity and Human Rights.
- Numerous candidates' forums.
- City Council passage of paid sick days ordinance for City of Portland.
- Feedback to Portland Housing Bureau for some strategic planning. (Opportunity maps.)
- Collaboration with Urban League on creation of Equity Strategy Guide.

Neighborhood program: Issues, challenges, losses, accomplishments

Issues and Challenges

Loss of Neighborhood Small grants program

Loss of funding will diminish capacity of District Coalitions and Neighborhood Associations to be creative, expand outreach, build partnerships with other community organizations, and help leverage business and other community funds. Many feel this has been the most effective program for the District Coalitions to meet ONI's goals. Some feel typical grant amount too small to do effective outreach.

Equitable funding formula across all District Coalition offices

Need to establish an equitable funding formula for distribution of City funds to seven District Coalition offices, as well as all ONI funded civic engagement organizations. Currently the Coalitions have advocated for new funding to ensure a minimum base budget that adequately funds a fully functioning office with additional funds distributed to address demographic inequities. Funding adjustments to compensate for demographic changes in outer East Portland may impact funding levels at other coalitions. Challenge is how long do we wait for significant budget improvements to make funding adjustments?

What lessons have we learned from the East Portland Action Plan?

The Mayor and other commissioners have expressed interest in exploring what components of the East Portland Action Plan model may or may not be incorporated into our neighborhood coalition model. EPAP has been recognized as a successful model for engaging a diverse cross section of the community in its decision making processes. EPAP also recognizes they can't do their work without the core services provided by East Portland Neighborhood Office.

Consistency in service delivery and FTE duties amongst all seven district coalitions

District Coalitions interpret how to implement ONI's grant functions in a wide range of strategies. Ongoing concern is whether there needs to be more consistency in services the public should expect from those offices. Despite additional \$50k back in FY07 (?) due to budget cuts and inflation the effectiveness of that increase has been diminished. Examples of competing range of what people want:

- More FTE working directly with associations on outreach/capacity building,
- More funds directly to neighborhood associations,
- More FTE for administrative support,
- More funding for research, evaluation and needs assessment,
- More funding for grant writing opportunities.
- More FTE for communication support.

Limited ability to provide leadership development opportunities

Range of leadership development trainings is inconsistent across all seven District Coalitions. There is ongoing concern about volunteer Board of Directors not being equipped with core skills and duties to be effective. Frequent leadership turnover results in inconsistent capacity of Neighborhood Associations to do outreach, facilitate meetings, resolve conflict, engage diverse participation, recruit and retain volunteers, etc. Invite public and other community groups. Topics interest expressed for more training in:

- Communications, use of social media.

- Grant writing. Idea: Train grant writers, allow them to be paid out of the grants.

Communications: Increase funding and ability to utilize multiple platforms

Recent budget cuts have impacted communications funding significantly for some coalitions. Need to expand capacity utilizing new media including web design, social media, video, etc. Concern about digital divide and not forgetting about getting notices to those without computers. Many still prefer print newsletters, though the cost is more.

Making neighborhood meetings and activities accessible

Due to earlier budget cuts there no longer is a fund for providing language interpretation and translation, bus passes, ADA accessibility, and childcare. Some coalitions and neighborhoods utilized those funds very successfully back in FY 07-09 while others found minimal need or interest. Challenge was determining how to divide up funds for geographic areas where the need and interest was greatest.

Professional development opportunities for District Coalition staff

There are inadequate funds for District Coalition staff professional development on topics such as dealing with challenging people, oppression and anti-racism, use of new media for outreach, grant writing, facilitation and conflict resolution, etc. While a few coalitions have land use and communications specialists most coalition staff are expected to be generalists at a wide range of community organizing and development duties.

Measuring civic engagement performance and successes is challenging

Currently ONI and its grantees measure grant compliance by tracking number of activities, attendance, partnerships, trainings, and communications sent out. There are few, if any, best practices for measuring civic engagement performance that go beyond these measures that can be accomplished within tight budgets. Other ideas such as surveying demographics of participants and tracking successful implementation of community generated ideas would require a significant budget increase in order to measure effectively.

Other

- Some neighborhood associations have erratic meeting schedules.
- Erratic funding—"full pot of dollars to ¼ pot of dollars from year to year."
- Loss of dollars to address livability issues such as neighborhood speeders, neglected and trashed properties.
- Push for transparency in how city spends its dollars.
- BAC process is complicated and takes time to learn....years.

Losses

- \$30,000 accessibility fund to overcome barriers to participation within neighborhood system – translation, interpretation, childcare, accessibility
- \$200,000+ neighborhood small grants program
- \$46,485 for Community engagement grants to support partnerships between neighborhood, DCL and other diverse groups
- ONI partner organizations – stagnant funding, minor cuts to base budgets except DCL groups

Accomplishments

- Neighborhood Small Grants – over 500 community projects completed over 7 year history

- District Coalitions staff FTE – additional \$50,000 per coalition
- District coalitions communications – additional \$95,000 for newsletters, websites, social media, significant efforts to expand new media resources as well as traditional print newsletters
- Neighborhood program coordinator – ONI FTE to coordinate program established
- EPAP - \$280,000, engaging diverse communities in outer East Portland, advancing Action Plan
- District Coalitions and Neigh. Assocs. expanded capacity working with diverse communities
- Leadership on community initiatives – tool libraries, farmers markets, community gardens, solar
- Expanded support for community issue forums, summer-time block parties, festivals, fairs, etc.
- Great training sessions: ABCs of Board members; ABCs of Land Use; grassroots fundraising
- Want more funds for leadership training
- Did use the additional communication funding effectively; sometimes did joint projects with other coalitions and neighborhood associations
- NECN engaged students in political process around Obama election
- Somali-centered outreach has been successful
- Citywide training of neighborhood volunteers
- Neighborhood associations save the City dollars by solving problems locally without involving bureau staff
- Neighborhood association are open to all citizens geographically, decentralizing citizen access
- Teaches citizens to become effective in bringing about change thru City agencies
- Small grants program led to NE & SE coalition partnerships

Multnomah Youth Commission: Issues, challenges, losses, accomplishments

Issues and Challenges

- No new funding for FTE, funding identified in existing ONI budget
- New program, need to hire staff
- Develop collaboration with County

Losses

- N/A

Accomplishments

- City funding saved, expanded support for Commission, moved from Mayor's office to ONI

Disability program: Issues, challenges, losses, accomplishments

Issues and Challenges

- Need additional FTE for event, training, admin support, compliance
- leadership training for people with disabilities
- Offer ADA audits for events and facilities
- Funding for sign language and other accommodations for ONI partner organizations
- Increase employment and internship opportunities for people with disabilities
- Grant funding to go out into community to help build stronger voice of person with disability voice in City decision making.
- Mental health resources – establish program and training to support the community of people with mental health history in relation to personal safety and personal empowerment.
- Reduction of staff down to one minimizes staff available for trainings and community relationship building.
- Additional Needs Registry program is half time and focuses exclusively on elders and disabled disaster preparedness. Should include ESL speakers. Also lack of capacity for personal safety programs and trainings.
- Loss of funding limiting ability to support volunteer pools or award grants to community organizations.
- Limited administrative support cannot address safety concerns of specific populations due to where funds must first be allocated.
- Turn away customers/volunteers due to inability to manage workload.
- Limited capacity to fund leadership training

Losses

- Disability Commission moved to Equity office resulting in loss of .5 FTE admin support
- Loss of resources in 2012-2013 budget cut.

Accomplishments

- Developed fully functioning Disability Commission after being defunded in early 2000's
- Providing significant technical support/advice to other city bureaus including but not limited to Vision PDX, The Portland Plan and The Comp Plan, Disabled Parking Task Force, 2010 Census, Sunday Parkways, Cycle Lanes, Closed Captioning policy and The City's internal Disaster Plan.
- Key point of contact with City for disability community for I &R, Title III/ADA, complaints, etc.
- Emergency preparedness for people with disabilities – Established an Additional Needs registry on Public Alerts, and implemented disability specific emergency preparedness training.
- Advocated for and helped establish part-time ADA Title II Coordinator position in facilities along with funding and support for transition plan.
- Created annual awards ceremony and subsequently found community organization to partner with on event to off set cost.
- Created Portland Commission on Disability.
- Annual event bringing together over 450+ community members to celebrate and recognize those Making a Difference in the disability community.
- Increased disability community voice on public process with Portland Vision, Portland Plan, Comprehensive Plan.

- Additional Needs Registry – Successfully migrated ANR to Public Alerts, a universal website for both disabled and non-disabled Portlanders to receive important emergency and disaster info.

Elders in Action program: Issues, challenges, losses, accomplishments

Issues and Challenges

- With growing volunteer pool (currently 165 people) it is challenging for staff to train, support them at this current level. Civic engagement requires (specifically w/older adults) strong staff support. We're currently managing this with a little price for all staff.
- Challenge working with only 1 FTE clerical support to help support city-based initiatives like disaster planning, elder crimes response team (police reports re: elders) and comprehensive plan engagement.
- Challenge of funding in order to meet growing population of older adults. Our program grew 22% by 12/13 in need for advocate services in housing, healthcare, crime and abuse. In order to meet the need we anticipate the need to expand our staff in order to support the community need.

Losses

- N/A

Accomplishments

- Public Alerts partnership with ONI and Multnomah County
- Portland Police, ONI, and Elders in Action partnership @ neighborhood offices.
- Secured funding for elder crimes response team (PPB) and District Attorney's Office specifically for elder crimes prosecution.
- Partnership with Hillsdale Mainstreets Program to ensure walkable, user-friendly business district improvements.
- Age Friendly Cities (World Health Organization), City Council adoption 2011.
- Portland Plan and Comprehensive Plan to include aging community representation including language and photos re: older adults. Policy expert groups.
- Added two Spanish speaking staff members.
- Created and building on partnerships specifically to engage and serve LGBTQ elder community in civic engagement.
- Involvement in PIAC, PCD, PBOT, Comp Plan Advisory Committees, other groups per City commissioner requests.

Public Involvement Best Practices program: Issues, challenges, losses, accomplishments

Issues and Challenges

- Expand language translation, interpretation and ADA accessibility of City information
- Engage youth and young adults in civic activities through community-based service learning
- Review composition, role & effectiveness of City boards and commissions, advisory committees
- Culturally appropriate and inclusive public involvement education and strategy development
- City bureaus to create Bureau Advisory Committees, actively engage them with management
- Provide public involvement staff training and capacity building
- Need more staff support to achieve strategic goals and tasks
- Strong emphasis/need to focus more on developing best practices materials.
- Expanded training capacity

Losses

- Death of Afifa, transitional period while new staff hired
- Limited capacity on staff discussions due to reduced FTE while Afifa in school

Accomplishments

- PI Best Practices program coordinator - ONI FTE to coordinate program established
- City adoption of updated Public Involvement Principles
- FIPIS – documentation of public involvement actions to accompany new Council ordinances
- BAC budget process recommendations passed, improve engagement in budget process
- Assessment of city bureau public involvement processes, survey
- BACs required of all city bureaus – 5 year plan recommendation, Sam Adams action
- Significant consultation for other city agencies on outreach and equity issues
- Monthly informal discussion/workshops for City public involvement staff on best practices
- Adoption of open, accessible and consistent public records request policy, Auditor's

Effective Engagement program: Issues, challenges, losses, accomplishments

Issues and Challenges

- Ongoing gap providing adequate mediation and facilitation services for high stakes issues, neighborhood and other ONI partner organization conflict resolution needs
- Tied to ongoing need for expanded ONI funding for Resolutions NW

Losses

- FTE funding at ONI eliminated. Judith moved to Equity office.

Accomplishments

- Gentrification dialogues – restorative justice/listening project in inner N/NE neighborhoods
- Facilitated numerous high stakes contentious issues such as Cesar Chavez St. renaming process
- ONI staff significant role in helping shape Portland Plan community engagement/equity framing

Crime Prevention Program: Issues, challenges, losses, accomplishments

Issues and Challenges

We rely heavily on another agency for about 50% of our work.

Problem-solving comprises about 50% of each Crime Prevention Coordinator's workload. We rely on the PPB's NRT program for the law enforcement aspects of this work. This can be challenging, because the NRT program changes often and varies across the PPB. There is no single common understanding of NRT priorities and activities. NRTs are often pulled away to other duties, and the average stay in the position for a NRT is only about two years. These factors can frustrate our collaboration with the NRTs.

We have very limited resources.

Both the personnel and materials & services budgets are at a minimum level. The overtime budget is only enough for a small percentage of the overtime needs. The program has no administrative staff support. The manager's span of control is large. There is no money designated for translation or interpretation. The CP Coordinators are the only field staff in the City who drive their own cars for work. The field of knowledge required for the job is broad and the training budget is small. There is little money for outreach. A budget for office space was only achieved by eliminating a position.

We have no direct access to data or crime analysis.

The staff could be considerably more targeted and effective in their efforts with quick, direct access to data and data analysis. Currently, CP asks PPB to obtain data for us, which is neither efficient for us, nor fair to PPB.

Outcomes for the community are dependent on many factors out of our control.

Our main tool is persuasion. We can't remove liquor licenses, require CPTED for a building, or arrest or evict drug dealers. However, the public expects results from us when they have a problem.

Performance is hard to measure.

It is difficult to quantify and receive credit for what *doesn't* happen, but we believe we reduce the workload for other bureaus and make the public safety system more effective and efficient overall.

Attitudes have changed about volunteerism and what the government should do for the public.

People are less likely to join an effort just to join. People are more likely to see public safety as purely a government responsibility, rather than something they can and should participate in.

Close collaboration and planning between all of the City of Portland's public safety bureaus and programs would be of great benefit to the public.

There is no overall coordination right now. Opportunities for better service and outcomes are missed.

Losses

- Ready. Safe. Go! ended with loss of Training & Events Supervisor (last one in 2010)
- Lost FTE: 1 Crime Prevention Coordinator, 1 Assistant Manager, and all admin support (2010, 2011, 2012)

Accomplishments since 2006, sorted by Crime Prevention program goal

1. Increase community participation and stewardship of public safety efforts.
 - Implementation of the Enhanced Safety Properties program (2006 to present), which now reaches over 10,000 households
 - Creation of livability teams (2006 to present)
 - Creation of Crime Prevention Advisory Group (2012 to present)
 - Children's engagement programs (2007 to present)
 - Q-Patrol, the first Community Foot Patrol based on a population rather than geography (2009 to present)
 - National Night Out kickoff events (2006 to present)
2. Offer training and educational resources to address crime trends and community needs.
 - 27 handouts written (2006 to present)
 - 12 handouts translated into Spanish, Russian, Vietnamese (2010)
 - Gun turn-ins (2009 to present)
 - Prescription drug turn-ins (2010 to present)
 - Prescription drug drop boxes (2011 to present)
 - Crime Prevention videos on the program, on car prowling prevention, and a series on burglary (2011 to present)
 - Ready.Safe.Go! community public safety conference (2006-2010)
 - Know Your Neighborhood (2007-2010)
 - Bar Summits (2006 to present)
 - Faith-based trainings (2007 to present)
 - Loss prevention trainings (2011)
3. Facilitate community problem-solving efforts by coordinating public safety teams and resources.
 - Conducted Problem-Solving Summits (2008-2011)
 - Convened Extremely Distressed Properties workgroup (2010-2011)
 - CPTED Resolution for multi-family housing (2009 to present)
 - Co-chaired Inter-Bureau Task Force (2007-2008)
4. Assist in establishing sustainable communication links between the community and the public safety system.
 - Quarterly Neighborhood Watch newsletter (2010 to present)
 - Social media presence—Facebook, Twitter (2011 to present)
 - Overhauled website (2013)

Administrative accomplishments

- Opened the Hub office (2012)
- Implemented new case management database (2011)
- Started intern program with PSU (2006)

Liquor program: Issues, challenges, losses, accomplishments

Issues and Challenges

- The City is pre-empted on liquor related issues by the Oregon Liquor Control Commission (OLCC).
- OLCC does not prioritize public safety issues and enforcement. The focus is on licensing as a “right” instead of as a “privilege”. It is extremely difficult to get restrictions on a license and almost impossible to get a license denied, despite law enforcement or public input regarding issues.
- A strong liquor lobby is a barrier to legislative and OLCC administrative rule changes that could address community concerns.
- Application fees are established by state law, have not increased in decades, and do not provide enough funds for the processing. There has been a steady increase in licenses and not enough funding to increase staff for the administrative support to manage application processing.
- New program (Time Place and Manner Regulations) implemented to address problem solving needs but without an increase in staff to manage the additional workload.
- Increased barriers to considering any City input at the OLCC are impacting problem solving.
- Density of licenses/saturation results in problems that cannot be tied to a specific location for problem solving. Individual establishments do not take responsibility for the problems since it is a shared issue but as a group there is no motivation to address since profits are based on liquor sales. The City’s multi-year effort to attempt to designate an Alcohol Impact Area to deal with these issues was halted when the OLCC decided they no longer had authority to do implement.
- When problems are identified locally, it takes a long history of significant issues before OLCC will act. Even once they act, the process is so long to address any issues that it is not an effective enforcement tool.
- Portland needs to identify means of increasing local control to deal with problems, but it requires interest and commitment from many bureaus. ONI’s attempts at convening a workgroup to identify zoning or other local controls have been unsuccessful since it crosses many bureaus and it has not been a priority.
- Community members generally do not connect to liquor licensing until there is an issue that impacts them personally. Once that specific issue is addressed their involvement in broader policy issues is a challenge to sustain given the barriers to impacting change.
- The City is becoming increasingly dense, resulting in increased problems where alcohol establishments abut residences, particularly when there is patio and/or late night activity.

Losses

- Eliminated general fund support for the program. Although revenues increased slightly to maintain the program it was due to increased licensing but without the necessary increase in staff to manage the increased workload.

Accomplishments

- Time Place Manner code implemented as an effective problem solving tool for addressing nuisance activities locally. Increased coordination among stakeholders including Police, Crime Prevention, Fire, Noise, Lottery and County. Successfully changed the Time Place and Manner Code to reflect the needs of the community; expanding the list of nuisance activities and taking

a stronger oversight position of premises that have serious problems related to the sale of alcohol.

- Annual processing of over 4700 applications.
- Executed over 50 Good Neighbor Agreements between businesses and neighborhoods
- Successful abatement of 74% of complaints through local Time Place and Manner Code
- Over 100 successful abatement plans with specific licensed premises to address public safety and livability concerns.
- 96% win rate at Code Hearings with contested Time Place and Manner Code Violations.
- Implementation of best practices training for licensed establishments
- Stronger oversight of Special Events through collaboration with private organizations and police to proactively address public safety and livability concerns
- Successfully led an Alcohol Impact Area rule making process, adopted by Council and accepted by the state agency for implementation (only later the OLCC abandoned this approach).
- Successfully advocated for intermediate step for locations experiencing serious and persistent problems; collaborated with the OLCC to implement the Enforceable Compliance Plan to address concerns more quickly.
- Provided best practice recommendations to the Mayor's Office regarding development of Entertainment Districts.
- Successfully advocated for notification of neighborhoods for Street Events and Sidewalk Seating, to proactively address livability concerns.
- Collaborated with PDOT to develop "Stanchion Permit" to allow bars to more effectively control the sidewalk adjacent to their premises.
- Helped create a coalition of support for legislative policy related to alcohol policy for the purpose of preserving public safety and livability
- Implemented bar summits in SW, SE, and NE Portland (annual or quarterly depending on demand), to proactively address liquor related concerns.
- Successfully advocated for restrictions on all licenses on Hayden Island, through collaboration with NE Precinct.
- Successfully advocated for a lower threshold for restrictions on premises with a remarkable history of issues related to alcohol service and sale.

Top Priorities – FY2014, FY2015

- Ensure timely and effective enforcement of Time Place and Manner Regulations. Focus on being responsive to identified crime and community complaints regarding nuisance activities at establishments that sell and/or serve alcohol and continue to identify any areas of potential improvements to the code and/or process.
- Engage and inform the City's Entertainment District development and planning. Utilize experience in Old Town/Chinatown street closure and research of other jurisdictions to inform strategy for one or more districts in areas dense with late night operations in Portland.
- Identify and explore options to increase local impact and/or control over operations that have potential for negative impact on the community (such as late night operations and entertainment).

Noise program: Issues, challenges, losses, accomplishments

Issues and Challenges

- Noise is just beginning the process of rebuilding staff after many years of limited staffing and high overhead cost while at the Bureau of Development Services.
- It will take time for new staff located at ONI who is working with Noise to get up to speed on the myriad list of ways to respond to noise pollution.
- Noise places a priority focus on addressing cases when the noise happens at night. However, there are major limitations to the availability of the Noise Control Officer or Inspector to respond at night throughout the entire city.
- The lack of an ability of the Noise Office or Portland Police Bureau to quickly respond to ongoing chronic locations for noise often means citizens will simply give up on the city. This paints a false sense that we are resolving more cases than we actually do.
- Noise continues to face challenges where city planning staff works to make long term zoning and planning related changes that only increase community complaints without applying appropriate control measures at the front end of the process of development.
- The Bureau of Development Services continues to hold out on the approach of supplying all outgoing construction permits with a clear notice of the permitted hours on construction in the City. This slows down our ability to get construction cases into compliance.
- The Noise Review Board has had to place many priority projects on hold with the limited staffing at the Noise Office the last several years.
- A strong liquor lobby is a barrier to legislative and OLCC administrative rule changes that could address community concerns regarding the health impacts of noise pollution from liquor establishments.
- Portland needs to identify means of increasing local control to deal with liquor problems, but it requires interest and commitment from many bureaus. ONI's attempts at convening a workgroup to identify zoning or other local controls have been unsuccessful since it crosses many bureaus and it has not been a priority for other City offices.
- Community members generally do not connect with the Noise Office for assistance until the issue has impacted them for many months. Once they connect with us, the impact of the noise has likely exceeded a point where the issue can easily be resolved.
- The City is becoming increasingly dense, resulting in increased problems where noise pollution sources abut residences, particularly when there busy trucking centric operation, manufacturing facility , or a patio and/or late night bar and night club activity.

Losses

- Changes in the staff that were assisting the Noise Office on a part time basis will still require noise control to train new staff to help administer the program.

Accomplishments

- In the first month and half of moving the Noise Officer, Paul van Orden, over to City Hall, ONI has issued more noise citations than the last two years combined when located at the Bureau of Development Services (BDS).
- ONI is focusing on continuity of staff support to Noise by having more dedicated staff time directed to noise instead of using admin staff assigned to many different programs. The continuity has been notable in the positive comments we receive from citizens.

- The administrative staff has caught up on a back log of approximately 300 on-line “Track It” type complaints that were carried over from the Bureau of Development Services. Some of these 300 citizen concerns carried back several months. The elimination of the backlog allows a focus on fresh cases and not a delayed response to cases that may already no longer need attention.
- In the short time the Noise Office has been at ONI, management was able examine the Noise Officer’s concerns that the voicemail “information tree” type system with multiple options was only further frustrating the public and was not a best practices approach for the noise control industry. In the first day the Noise Office was located at ONI in City Hall, the past system from BDS was eliminated in support of improved customer service. The phones are now answered live by ONI admin staff the great majority of the time. On the occasions when messages go into voice mail, callers receive a prompt call back from admin staff or the Noise Officer.
- Stronger oversight of filming operations and their impacts on livability through collaboration with Portland Development Commission’s Filming Liaison, Shelley Midthun.
- Diversity in the City’s Noise Review Board: We now statistically have more women representatives than men. The Construction Industry representative , Julie Greb , is an engineer with light-rail builder Stacey and Witbeck
- Noise shared over a decade of experience on the concept of creating entertainment districts to help ONI’s Liquor program formulate recommendations to the Mayor’s Office regarding the development of Entertainment Districts.
- Shared our long success for enforcement with the Liquor program at ONI and developed better coordination to assist both Noise and Liquor in speedier resolution at problem bar locations.
- With the move of Noise to ONI, the Noise Officer will once again be empowered to work with administrative staff to help keep notes of the Noise Review Board’s hearings, instead of simply relying on audio recording. Relying on audio recording was the only method of record for the last several years at the Bureau of Development Services.

Top Priorities – FY2014, FY2015

- Complete full transition of program to the Office of Neighborhood Involvement, ensuring maintenance of program services as well as evaluation and improvement where appropriate (such as first priority to increase customer service as a priority, providing live answering of phone calls when possible).
- Increase enforcement action with issuance of citations on repeat violators to improve effectiveness in response to community complaints.
- Increase coordination on problem solving with other ONI programs, particularly Liquor Licensing and Crime Prevention.

Graffiti program: Issues, challenges, losses, accomplishments

Issues and Challenges

- Need additional support to assist with workload including checking and follow up on the hotline, database entry, enforcement, volunteer training and assistance, preparation for Graffiti Task Force and Law Enforcement/Community Summits, etc.
- Frustration of complainants that graffiti does not get cleaned in a timely fashion, particularly on public property. ONI forwards to other bureaus or agencies for cleanup, but we have absolutely no control of timeliness or an estimate of when it will be cleaned so that we may inform the complainant on the status. Some agencies do not address graffiti at all due to budget limitations.
- Smart Phone application PDX Reporter, while an invaluable asset, does not provide the amount of information necessary such as the reporter's contact information. It is a challenge to know whether reporting or requesting assistance on their own personal property, whether the tag has already been cleaned, or if they have any idea of when the graffiti appeared.
- System relies on receiving photos of graffiti for tracking database, which is sometimes difficult to get since it places a burden on the public. When informed that there has been a graffiti "bombing run", it is challenging to get actionable documentation with submittals such as "tags all along Hawthorne". ONI does not have field staff to obtain photos, confirm which properties are hit, or to follow up to confirm whether it was removed.
- Graffiti tracked in two databases that do not interface with each other yet (one for public reporting, one that coordinates enforcement details through Police).
- Need additional resources in order to reach underserved populations that are unaware of the importance of timely cleanup.
- Property owner information is not always current, so enforcement on graffiti nuisance properties can become an issue to abate.

Losses

- Reduction of staff by 1 FTE down to 1.5 FTE reduced the amount of clean ups and response to complaints.
- Elimination of at-risk youth walking crews (IRCO partnership) due to reduced funding.
- Elimination of Community Grants Program.

Accomplishments

- Partnership with Community Volunteer Corps to provide opportunity for adults in transition from homelessness.
- Increased enforcement of vandals in partnership with police (expanded # of police officers dedicated to graffiti investigations).
- Expanded participation in Graffiti Task Force.
- Created annual summit/training and engage close to 50 jurisdictions in training and collaboration around graffiti enforcement and prevention.
- Implemented volunteer recognition event.
- Train and support 39 livability teams, volunteering in community for ongoing cleanup (valued at \$900K in FY13 alone).
- Online reporting of graffiti to improve access and responsiveness. Smart phone app implemented to ease access for reporting.

- Partnership with Bridgetown Ministries has been very useful in coordinating cleanups during the week where volunteerism and service to the community is the goal.
- Coordination with Crime Prevention has been an incredible asset in reaching out to the community that they can serve their community and neighborhood.

Top Priorities – FY2014, FY2015

- Increase the number of people involved in graffiti cleanup in Portland - Outreach to volunteers and ongoing livability teams by 20%.
- Provide more outreach and education to under-engaged communities.
- Increase field work to document graffiti and ensure compliance through one-on-one conversations and abatement notices.
- Update online/mobile reporting tools to improve quality of reports received.
- Ensure compatibility and coordination of the database systems between ONI and PPB.

Resolutions Northwest program: Issues, challenges, losses, accomplishments

Issues and Challenges

- Loss of 50% of volunteer mentorship capacity
- Demand for services exceeds resources
- Have to turn away facilitation requests due to limited staff resources
- No money to upgrade data management system
- Infrequent newsletter

Losses

- Loss of 1.5 FTE staff
- Loss of outside trainer
- Loss of intake/phone coverage/day/week
- Loss of capacity to do general and specific communities outreach and training
- Loss of CRSP county \$\$

Accomplishments

- Facilitation services
- Diversified volunteer pool
- Diversified staff
- Diversified basic mediation trainers and added cross-cultural models of curriculum

Information & Referral Program:

Issues, challenges, losses, accomplishments, aspirations, priorities

Issues and Challenges

Lack of marketing budget/resources- Lack of resources to market the program to the community at-large and educate regarding this resource as an aid in accessing local government resources.

Customer service related cutbacks across City bureaus and County departments - Affects our ability to ensure a positive customer experience for our callers. Bureaus/departments have cut back phone and office hours and coverage to give callers/visitors a live person with sufficient expertise to meet their needs. Excessive use of phone trees and inconsistent treatment when contact is achieved is also a frustration to customers.

Antiquated service delivery systems across the organizations - Duplication of efforts, lack of coordination, minimal feedback to customers regarding their requests, lack of data to inform service delivery policies and procedures are all symptoms of the lack of a modern centralized customer management system. Our primarily decentralized way of delivering services creates the need for much more effort to be expended by those trying to access services with multiple phone calls and self-coordination - greater accessibility and better coordination by bureaus/departments would greatly improve this customer experience.

Technology related resource deficiencies - We are not yet providing services to constituents via live chat or through social media channels. City and County online service request systems are limited in its capabilities. We currently lack staff resources to deliver services via social media – Twitter, Facebook, etc.

Lack of coordination with other local government entities outside of the City and County - While we have a very successful partnership with the Multnomah County by representing both the City of Portland and Multnomah County with our program, most other local government jurisdictions lack a similar comprehensive information and referral program or a formal relationship with our service.

Losses

Budget cuts across the City and County have created customer service deficiencies that put greater burden on our program to attempt to mitigate customer service issues on behalf of the bureaus/departments and also hinder our efforts to facilitate a positive customer service experience for all customers of the City and County.

Accomplishments

- Continue to have a successful partnership between the City and the County government by providing a single point of access for community member's to access local government services.
- 90% of calls answered within 25 seconds

- Less than 5% of calls abandoned
- Continued expansion of resource database to include local government and related resources outside of the City and County managed resources.
- Maintain standard of customer service excellence with a formal “no customer complaints” goal.

Aspirations

State of the art, citywide customer relationship management (CRM) service delivery system.

Customer service priority for bureaus as budgets allow for resource enhancements.

Marketing budget

Resources to conduct outreach to other local government service providers to partner with our local government services I&R efforts.

Resources to improve online service offerings via online service requests, chat, twitter, facebook and other social media platforms.

Priorities

1. Active participant in City 3-1-1/Customer Relationship Management database project as it moves forward. This project has the potential to successfully address, at least in part, all of the issues/challenges spelled out above.
2. Depending on prospects for future implementation of a 3-1-1/Common CRM system – for example if it doesn’t look like it is going to move forward in the near future – we may need to look at doing some things ourselves to better develop new media ways of providing I&R services to the community. For example, hiring a staff person to conduct ONI and I&R social media campaign would be ideal. If this is not possible then we may need to designate some existing staff time to manage a Twitter and/or Facebook account for I&R. Making I&R services available via social media and chat type tool would be a significant step in making services more accessible and useful to community members.
3. Work with Mayor’s Office to find ways to place a greater emphasis on customer service in the way city provides services to community members. Some conversation has already begun in this area. John continues to Chair the citywide Customer Service Advisory Committee and the Committee has asked the Mayor’s office for some guidance in how it can be effective in achieving this.
4. Outreach to other local government entities to coordinate I&R services for the Portland Metro Area. Currently this is primarily a staff time/resource issue. With a 3-1-1/CRM system we’d have more to offer other local jurisdictions not currently represented who would like us to represent them as well.