

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

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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**
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- **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)	7 Neighborhood Offices
	Executive Director	7	\$60,250.00	\$84,000.00	\$72,125.00	\$588,000	
	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	\$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	
	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	
	Organizational Fees					\$6,100	Support: Program est. 89%
	Directors and Officers					\$36,660	\$397,757
	Liability & Volunteer Accident					\$38,713	Support: Admin est. 11%
	Accident					\$935	\$49,160.98
							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							
¹ Two of the seven neighborhood offices are run by the City; some costs are internally supplied and are included in this line item							Total Program ⁵
² The salary ranges for each job classification reflect the 25th to the 50th percentile from the NAO 2011 survey.							90%
³ Desktop Computers @ \$1200/4 years=\$300 x36 ;Laptop Computers @ \$2000/4 years=\$500x20							Total Admin ⁵
⁴ Copiers @ \$8,000/8 years=\$1000x7 offices							10%
⁵ Program/Admin percentage split was determined from a survey of neighborhood offices' current costs							\$421,341
							Total Budget:
							\$4,334,923