

THE CITY OF  
**PORTLAND**



**OREGON**

NEIL GOLDSCHMIDT  
MAYOR

BUREAU OF PERSONNEL  
JON D. STEPHENS  
DIRECTOR

510 S.W. MONTGOMERY  
PORTLAND, ORE. 97201  
503/248-4157

January 24, 1977

MEMORANDUM

TO: Mary Pederson  
Office of Neighborhood Associations

FROM: William G. Todd *wgt*  
Safety Officer

SUBJECT: Oregon Safe Employment Act Annual Summary

Each employer establishment is required by O.S.E.A. to prepare an annual summary of all occupational injury and illness experience of their unit's employees within one month following the end of each year.

*Betty* → This summary shall be prepared on OSHA Form No. 102, attached. The data for this summary shall be obtained from your Log of Occupational Injuries and Illnesses (OSHA Form No. 100). Instructions are on the back of the forms.

The summary must be posted by January 31, 1977, and kept posted throughout the month of February. A copy of the completed summary shall be sent to the Safety Officer (116/Rm 17/Personnel). As a rule of thumb, you should post the summary wherever the large OSEA "Safety and Health Protection on the Job" poster is hung.

Any unit needing additional logs, posters or summary forms may call Personnel (Ext. 4157).

Any unit failing to comply with any of the posting requirements is subject to citation and fine by the Workmens' Compensation Board, Accident Prevention Division.

WGT:tmc

RECEIVED

JAN 25 1977

# SUMMARY OF OCCUPATIONAL INJURIES AND ILLNESSES FOR CALENDAR YEAR 19\_\_

Use previous edition of this form for summarizing your 1974 cases. This edition is for summarizing your cases for 1975 and subsequent years.

Establishment:

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

INJURY AND ILLNESS CATEGORY		TOTAL CASES	DEATHS	LOST WORKDAY CASES				NONFATAL CASES WITHOUT LOST WORKDAYS	TERMINATIONS OR PERMANENT TRANSFERS
				Total Lost Workday Cases	Cases Involving Days Away From Work	Days Away From Work	Days of Restricted Work Activity		
CATEGORY	C O D E	Number of entries in Col. 7 of the log. (1)	Number of entries in Col. 8 of the log. (2)	Number of checks in Col. 9 of the log. (3)	Number of entries in Col. 9A of the log. (4)	Sum of entries in Col. 9A of the log. (5)	Sum of entries in Col. 9B of the log. (6)	Number of checks in Col. 10 of the log. (7)	Number of checks in Col. 11 of the log. (8)
OCCUPATIONAL INJURIES	10								
OCCUPATIONAL ILLNESSES	Occupational Skin Diseases or Disorders	21							
	Dust Diseases of the Lungs	22							
	Respiratory Conditions Due to Toxic Agents	23							
	Poisoning (Systemic Effects of Toxic Materials)	24							
	Disorders Due to Physical Agents	25							
	Disorders Associated With Repeated Trauma	26							
	All Other Occupational Illnesses	29							
TOTAL-OCCUPATIONAL ILLNESSES (Sum of codes 21 through code 29)	30								
TOTAL-OCCUPATIONAL INJURIES AND ILLNESSES (Sum of code 10 and code 30)	31								

This is NOT a report form. Keep it in the establishment for 5 years.

I certify that this Summary of Occupational Injuries and Illnesses is true and complete, to the best of my knowledge.

Signature \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_



## SUMMARY OF OCCUPATIONAL INJURIES AND ILLNESSES

Every employer who is subject to the recordkeeping requirements of the Occupational Safety and Health Act of 1970 must use this form to prepare an annual summary of the occupational injury and illness experience of the employees in each of his establishments within one month following the end of each year.

**POSTING REQUIREMENTS:** A copy or copies of the summary must be posted at each establishment in the place or places where notices to employees are customarily posted. This summary must be posted no later than February 1 and must remain in place until March 1.

**INSTRUCTIONS** for completing this form: All entries must be summarized from the log (OSHA No. 100) or its equivalent. Before preparing this summary, review the log to be sure that entries are correct and each case is included in only one of the following classes: deaths (date in column 8), lost workday cases (check in column 9), or nonfatal cases without lost workdays (check in column 10). If an employee's loss of workdays is continuing at the time the summary is being made, estimate the number of future workdays he will lose and add that estimate to the workdays he has already lost and include this total in the summary. No further entries are to be made with respect to such cases in the next year's summary.

Occupational injuries and the seven categories of occupational illnesses are to be summarized separately. Identify each case by the code in column 7 of the log of occupational injuries and illnesses.

The summary from the log is made as follows:

- A. For occupational injuries (identified by a code 10 in column 7 of the log form) make entries on the line for code 10 of this form.

Column 1—Total Cases. Count the number of entries which have a code 10 in column 7 of the log. Enter this total in column 1 of this form. This is the total of occupational injuries for the year.

Column 2—Deaths. Count the number of entries (date of death) for occupational injuries in column 8 of the log.

Column 3—Total Lost Workday Cases. Count the number of checks for occupational injuries in column 9 of the log.

Column 4—Cases Involving Days Away From Work. Count the number of entries for occupational injuries in column 9A of the log.

Column 5—Days Away From Work. Add the entries (total days away) for occupational injuries in column 9A of the log.

Column 6—Days of Restricted Work Activity. Add the entries (total of such days) for occupational injuries in column 9B of the log.

Column 7—Nonfatal Cases Without Lost Workdays. Count the number of checks for occupational injuries in column 10 of the log.

Column 8—Terminations or Permanent Transfers. Count the number of checks for occupational injuries in column 11 of the log.

CHECK: If the totals for code 10 have been entered correctly, the sum of columns 2, 3, and 7 will equal the number entered in column 1.

- B. Follow the same procedure for each illness code, entering the totals on the appropriate line of this form.

- C. Add the entries for codes 21 through 29 in each column for occupational illnesses and enter totals on the line for code 30.

- D. Add the entries for codes 10 and 30 in each column and enter totals on the line for code 31.

CHECK: If the summary has been made correctly, the entry in column 1 of the total line (code 31) of this form will equal the total number of cases on the log.

The person responsible for the preparation of the summary shall certify that it is true and complete by signing the statement on the form.

Use previous edition of this form for summarizing your 1974 cases. This edition is for summarizing your cases for 1975 and subsequent years. Forms for the 1974 summary can be obtained from the appropriate State statistical grant agency (if there is one in your State) or from the appropriate Regional Office of the Bureau of Labor Statistics. Addresses are in the booklet entitled Record-keeping Requirements under the Occupational Safety and Health Act of 1970.

THE CITY OF  
**PORTLAND**



**OREGON**

OFFICE OF  
PUBLIC SAFETY

CHARLES JORDAN  
COMMISSIONER

1220 S.W. FIFTH AVE.  
PORTLAND, OR. 97204  
503 248-4682

MEMORANDUM

DATE: January 19, 1977

TO: Mary Pedersen, Coordinator  
Neighborhood Association

FROM: Jan L. Batiste *Jan*  
Commissioner's Assistant

SUBJECT: Social Policy Committee

As follow up to previous correspondence from Commissioner Jordan of November 30, 1976, the first meeting of the Social Policy Committee will be held on January 27th, at 10:30 AM in Room 321 - City Hall.

Enclosed is the agenda for the Committee.

It is important that you attend. If this is not convenient for you please let me know.

Your cooperation is most appreciated.

JLB:rm

attachment

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE

(NOT FOR MAILING)

2-4-77

From Anne Lawson *A*  
To John Lang  
Addressed to  
Subject SE Uplift's letter of complaint

I talked to Mary Pederson who said she believes the primary gripe the SE people have is with the State Highway Department, not with your shop. However, she thinks there is room for better communication, and is willing to be the "facilitator" between Streets & Structures and the SE people. The problem for her is that she does not have a District Office in that area. She has submitted a budget request which includes a part-time coordinator position for that area, who would work in the office PDC has established there as a neighborhood facility. The gist of the matter is that, if Council approves her request, then that is a good time to develop a comprehensive project notification and update system. In the interim, those neighborhoods are not to be ignored, of course. But since no major problem exists now, things could continue as they are until the manpower is there to develop a more complete system.

It is my understanding that Mary will contact you or me ~~if and~~ when she needs information about plans or projects. ~~You would send her the information~~ She anticipates more interaction in the future, particularly because she expects more PW projects to happen in Outer South East with the influx of the PW money.

If you think something should be transmitted to the neighborhoods feel free to call me. Some things should be checked out with Connie before being sent out, as I'm sure you know.

cc: Mary Pedersen

RECEIVED

FEB 07 1977

NOTES FROM THE STAFF MEETING OF SATURDAY, FEBRUARY 5

Attendance: Marion Scott, Kathy Zimmerly, PDC; Susan Feldman, Bureau of Planning; and Jerry Mounce, Edna Robertson, Margaret Strachan, Laura Taylor, Patti Jacobsen, and Mary Pedersen, ONA.

We agreed that we would like to write a small handbook and that it would be useful. We agreed that we did not want to rewrite anything that has already been written and is useful for our purposes. For format, we talked about a set of materials with punches so that they will fit in a three-ring binder.

Jerry Mounce suggested that there should be an opening paragraph stressing that all the neighborhoods are different and use different ways of doing things and that the handbook will also stress diversity. She would like the handbook to help people be aware that they have some control over their own destiny if they would just organize to use it. There was a strong consensus that the handbook should emphasize basic pragmatic skills rather than concepts.

A good deal of the discussion focused around two handbooks that have recently come in from Anchorage, Alaska: One is called citizen effectiveness handbook and it gives a lot of information about the basic structures of the government in Anchorage, and the other is called "Getting the Word Out" and it emphasizes relationships with the media and with people inside the neighborhood.

We agreed that there should be a table of contents at the beginning of whatever we write and that there should be an alphabetical index to let people know what items are in it in alphabetical order. Overall, we saw this handbook as a kit which would be color-coded for different subjects and which would make up a numbered series. The workbook that Susan Feldman and the other people at the Bureau of Planning are preparing would be one of the numbers in this series, and the cookbook from PDC on housing rehabilitation could also have another number in this series.

After a good deal of discussion, we agreed that the handbook itself would contain a sort of an overview on the different kinds of citizen involvement in neighborhoods. We would stick to the whens and the hows of doing it and seek to emphasize the parts which are most essential and timeless about organizing. Other more detailed pamphlets would then be available on subjects that people might want to delve into, but which would perhaps not be of general interest to everyone.

The list of items which we seem to feel would be essential included:

- Turning out people for meetings
- Building membership
- Timing countdown
- Where to find resources
- The Budget Process and the Neighborhood Need Reports
- Basic facts about Newsletters and Flyers
- Organizing a group and getting started
- How to keep a group together - including the care and feeding of committees
- Holding a block party - Socializing as part of neighborhood activity
- Bibliography

Subjects which we thought would require some detailed materials but which need not be part of the handbook include:

- Scheduling Meetings



Relationships with the Media: Radio, Public Announcements, Television,  
Newspapers, Billboards  
Articles of incorporation and tax exemption  
Mailing  
Introducing an Ordinance  
Details of Newsletters and Flyers  
PDC - ONA Guidelines  
Posters and where to put them

The discussion now turned to the subject of getting the group started and we set down some basic elements for writing that section. This material follows:

Most people ~~do not~~ get involved with other people in their neighborhood ~~until~~<sup>only when</sup> something comes along which affects them ~~directly~~<sup>them</sup>. People will become interested in either: 1) Something which affects and to which they object, or a lively issue; 2) Projects for community improvement and Social activities in the neighborhood.

Basically, under both of these sets of conditions, the beginning step is to identify other people who are mutually concerned with the issue or project or who would be affected by it. In the case of an issue or some kind of change which the people object to, the following steps will be useful:

- 1) Verify the information you have heard before you begin to play Paul Revere. Good community organizing cannot be based very well on hearsay; you will need to have ~~information~~<sup>facts</sup> to inform other neighbors and to seek their involvement, so be sure the information is accurate before you begin.

- 2) Find out if other groups or individuals are already working on this issue or project, or would have an interest in being involved if they know about it. Check with:

The Parent-Teachers Association or School Advisory Committee  
Business groups, Chamber of Commerce  
Neighborhood Associations  
Church Groups  
Neighbors in the immediate area  
Social or Garden Clubs

- 3) Once you have found a nucleus of people who are interested in the issue or project, put this nucleus to work gathering fuller information. ~~They should~~ check in the neighborhood and with people who may be parties to the matter at hand. ~~They should~~ check with agencies or bureaus who might deal <sup>with</sup> this kind of concern or project. Many local items involve city bureaus or county agencies, but some projects may touch on state or federal agencies. For help in deciding if a particular bureau is involved, you can check with :  
City Information: 248-4583  
County Information: 248-3511  
State Information: 229-5700  
Federal Information:

You can also seek further information from other neighborhood groups which may have worked with this same issue or project in the past. Be sure to find out what the process of decision making is for this issue and what the timing of making a decision will be. In addition, you will want to know where in the process the project or issue is at the current time. Be sure to find out any deadlines for registering to testify or preparing written materials.

4) When you feel that you have most of the information together, call for a meeting and be sure to notify all the parties who will be interested or affected by this concern. For information about how to arrange for a meeting, see paper number \_\_\_\_ TITLE: \_\_\_\_\_

*At the first meeting,*  
5) Brief everyone who comes ~~to the meeting~~ on what you have found in your search for information. Identify choices for action which you may have thought of. Encourage discussion to go on among the people who are attending at the meeting either as a whole group together or in smaller groups, depending on the size of the group in attendance.

6) Decide on the direction or directions the group would like to take. This is another way to set at least a tentative goal.

7) Identify what needs to be done to reach this goal and ask people to take on part of the work. Break the work down into small enough pieces that an individual can do it in the time allowed. If there are enough people to work on the items that need to be done, try to arrange a buddy system, because two people working together can often accomplish more than one person working alone. Try to match the jobs to be done with people who are interested in that aspect of the work or who have skills which are especially useful to that part of the work. Talk about timing and try to get commitments of work from individuals right at the meeting. Be sure to consider the natural time constraints or deadlines, and if they are very soon, you may need to draw other people in to accomplish the work that needs to be done by the deadline. ~~people do not leave this first meeting with~~ *they will leave* a clear idea of what direction to go in (even though they may not have fully worked out the goals), ~~then not as much progress will be made before the next meeting.~~

*Try to conduct the meeting so that when*  
8) Ask the people who are at this meeting if they have other concerns, issues, or projects which should also be considered by this group. If the group agrees that some other topics should also be worked on, then try and identify a small group of individuals who will take the leadership on this other issue.

9) Before you leave the meeting, set up the next meeting time and the agenda right then, so all the people who are at the meeting will be informed about the next one. Clear the <sup>next</sup> responsibilities for who will do what ~~with regard to~~ notification for the meeting and decide who will be responsible for minutes, reports, etc. Choose someone who is easily reached to be a contact person to keep in touch with. Exchange phone numbers. If it is possible, duplicate the attendance sheet of those who are present at the meeting and give a copy to everybody who is there or mail them as a reminder with the minutes before the next meeting.

10) After the meeting, prepare information for publicity to try to interest other people. In your writing, highlight what was the most important decision or step taken at the meeting. Send this to the newspapers or other means of communication in your area. See paper number \_\_\_\_ - Title - "Getting the Word Out". As other people contact you resulting from the publicity, put their names on a list to be sure to notify for the next meeting.

- 11) At the next meeting, brief the people who come on what has already happened and what information you have collected, for the special benefit to the people who are attending their first meeting, but also as a reminder and bringing up to date for the people who attended the first meeting. Ask for reports from each person who had part of the work to do, follow with questions and answers. Again discuss what the choices for action might be and as a consensus emerges or as a vote is taken, write the exact wording of the motion in the minutes. Be sure to record any votes which are taken. Then choose a direction to follow, decide the work to be done, divide up the work, set the next meeting, and a contact person again if needed be.

These are the basic steps for getting started.

In presenting the information based on your work in the community, try to make a presentation which is as honest as possible without bias. Include the differing points of view so that people who are in the minority will not feel excluded from the group. Report the exact results of votes and the type of meeting which was held to determine these opinions. Remember, if you honestly reflect all the different points of view along with the resulting consensus for vote, then your group will gain a reputation as fair and believable.

### Maintaining a Group

The key elements for maintaining a group include:

- Keep trying to broaden the base of participation. People constantly move in and out of participation, depending on what else is going on in their lives. In order to keep the group up to full strength then, ~~the~~ needs to be continually recruiting new people. *the members*
- Diversify the projects or issues. Each issue or project seems to draw the people who are interested in that kind of issue or project. Thus, if you have two or three different kinds of issues or projects going, you will be drawing together two or three possibly different groups of people who are interested in each others topics. ?
- Try to build continuity among the officers by having staggered terms for elections to boards or committees. This way, past information can be available for new members to learn.
- Pull together a packet of basic information for new members and new officers. This packet can include: the names, addresses, and phone numbers of the officers and the basic issues they have dealt with in the present and in the past, basic position papers, and a short history of the group. The North Portland Citizens Committee likes to hold a "changing of the guard ceremony", where the old officers meet with the new officers and have a general discussion of the way things are going as a briefing for the new members.
- Identify key contacts with other neighborhood groups and agencies and get on their mailing lists. Be sure to put them on your mailing list.
- Establish committees to work on ideas or projects.
- Hold different kinds of meetings at different times. This could include general membership meetings, board meetings, open houses, potlucks, visits ~~to~~ in different centers of the neighborhood, outdoor meetings, *block meetings, workshops, forums.*
- Don't assume that you should have monthly meetings unless they are needed. Some neighborhood groups are finding out that quarterly general meetings are sufficient, so long as the committees or the board meetings are held in between general meetings. If you have a number of good committees, the participation might be very high and can be reported to the neighborhood through newspapers, etc., even though general membership meetings are ~~not~~ held *only every few months.*
- Try to keep the structure

- Try to keep the structure responsible, that is, it should be constantly keeping in touch with each other and with other groups.
- Social activities held together for the purpose of getting to know one another are wonderful icebreakers, and go far toward building a sense of community or group spirit. Some social activities which have been successful in Portland include: ice cream socials, <sup>holidays</sup> picnics, potlucks, <sup>spring</sup> tours, parties, social gatherings of all the block captains, ~~Christmas~~ parties, ~~Easter~~ Egg Hunts.
- It is important for the core group to get together frequently either on social occasions or as a retreat to think over the way things are going. This is a better way to get to know each other and one which will build group solidarity.
- The Irvington Community Association as well as some others elect both a president and a president elect. This is a way of having an apprenticeship for the person who will be the president the following year.
- The Northwest District Association has a nominating committee which is made up of the past presidents of the neighborhood. Together they know many people in the neighborhood and can help to pull together a list of possible candidates.
- Delegate responsibility, and try to involve people to do even just a small part of the work. *Be sure the one you delegate work to, understands the necessary time deadlines.*
- Let the people who chair the committees be members of the board or sit in on the board members. The other members of the committee should be recruited from the neighborhood outside the board structure. This will mean that new people will be brought in to serve on a committee and you will be developing new leadership for the future.
- Give credit where credit is due.
- Develop a communications network, and use it in between issues to keep the people in contact with each other. Look to see what the natural communications systems are in the neighborhood. If there is a local newspaper, and people read this weekly, this may be the best way to keep them informed with what is going on between general meetings or as a result of general meetings. If there is a natural grapevine, try to tap into that. *Phone lists or telephone trees work for short & exciting messages.*
- Select a specific officer whose job it is to keep in touch with the committee chairman. This should usually not be the president who has lots of other work to do, but may well be the vice president or a contact person.
- Arrange the work so that not all the work falls to the same person. Divide up the work so that all the officers or volunteers seem to be doing part of it.
- Hold an annual evaluation of the basic goals of the group. Reaffirm those which continue to be basic goals, and form new ones as they arrive.
- Always take each new opportunity for working on an issue or concern or project as also an opportunity to recruit new people with new talent for the group.
- Take special pains at election time that notification should be given widely throughout the neighborhood. Information about who is running and what they have done in and for the neighborhood is very helpful to people to know who the new officers are.
- Be sure that you give a sufficient general notification throughout the area to give a chance for all interests to be represented.
- *Be sure to ~~represent~~ report all points of view when giving testimony, so the minority views will not feel excluded or feel that their participation was worthless.*





OFFICE OF  
PUBLIC SAFETY

CHARLES JORDAN  
COMMISSIONER

1220 S.W. FIFTH AVE.  
PORTLAND, OR. 97204  
503 248-4682

MEMORANDUM

DATE: February 17, 1977

TO: Mary Pederson, Coordinator  
Office of Neighborhood Associations

FROM: Jan L. Batiste,  
Commissioner's Assistant

RE: Social Policy Meeting

The second meeting of the Social Policy Committee will be held on Friday, February 25th at 2:00 PM in room 402, City Hall. The agenda for this meeting is as follows:

1. Discussion of categories for social impact questions.
2. Discussion of staff recommended questions for categories.
3. Questionnaire responses and coding format.

Enclosed are agenda material to be discussed at the February 25th meeting, and a summary of topics discussed at the January meeting. For those of you that did not attend the first meeting I have enclosed a copy of the hand out material of that meeting.

See you on February 25th.

JLB:rm

attachment



## Social Policy Committee Meeting of January 27, 1977

### Summary of Discussion

It was the conclusion of the committee that often the City does not fully understand the Social implications of Landuse decisions and should begin addressing questions that affect the quality of the City.

Topics raised and discussed by the committee are as follows:

What are Social Policy issues? It was stated that the City does not fully understand the Social implications of its action such as the case of down zoning in Buckman. Issues raised were - Does A-1 density increase crime? Do apartment residents experience more crime? What is the impact of A-1 density on a Residential Neighborhood? What are the social implications of bringing high density housing into a residential neighborhood? Social issues in transportation seem to be related to the issue of the transportation disadvantages. It was stated by Ernie Bonner of the Planning Commission that this population depends on Mass Transit and cannot afford a car, therefore are at the mercy of Mass Transit.

The committee members felt that Social Policy questions are questions of equity, access to opportunity, cost/benefit, (who benefits at what cost, some benefit at the expense of others), chances for a higher quality of life and availability. The committee felt that the outcome of the project should be the development of a set of questions addressing each of these categories. It was the committee's feeling that an objective of our efforts should be to add a social component to the review of Comprehensive Planning. Our efforts of assessing social impact should result in a series of questions which may not have been addressed - in an example of a zone change, the questions to be asked are what kind of population would reside in an area? What would be the effect of a zone change on a given population in the area? If a policy were to be considered by the City what would be the effect? How will it change the population composition of the city? What happens in the quality of life of people in the area affected? What happens to people? What are the consequences of the action? What social issues of traffic would not be addressed in the review process and should be? Does a given proposal enhance the accessibility of transit to job centers?

What are the cost benefits of Mass Transit? Was it equitable for all? The example discussed was California's BART in terms of zoning, other questions raised were can a city zone an area which will exclude certain income groups? Will the outcome result in segregation? In terms of the issue of quality of life it was stated that neighborhoods address such type issues throughout its planning process which usually cannot be resolved by the Planning Commission nor the City Council. Questions developed by this committee should be made available to the neighborhood residents.

The committee's next task will be to identify the categories for developing questions of social concerns such as, quality of life, equity, etc., then to identify general social questions to be applied against any issue. Staff to the committee will be prepared to discuss possible categories and questions to be asked for determining social impact at the next meeting in February. Following are materials to be discussed at the meeting of February 25th.

JLB:rm

IMPACT ON PEOPLE:

This refers to the need to consider the direct effects on people in the community.

## Suggested questions:

1. What impact will X have on people who are NOW part of the community?
2. Will X result in displacement of individuals/groups NOW part of the community?
3. Will X tend to exclude certain groups or individuals?
 

"	"	"	isolate	"	"	"	"	?
"	"	"	concentrate	"	"	"	"	?
"	"	"	segregate	"	"	"	"	?
4. Will X have an impact on physical, mental or social well-being of people in neighborhood?
5. Will X affect the social needs of individuals in the community?
6. Will X have an impact on groups with special problems or needs (elderly, low-income, handicapped, single-parent families, etc.)?



IMPACT ON QUALITY OF LIFE:

This refers to the need to insure a decent and wholesome environment for people in the community.

## Suggested questions:

1. Will X conform to character and goals of neighborhood, community?
2. Will X affect neighborhood cohesiveness? stability:
3. What effect will X have on undesirable encroachments on neighborhood?  
(Consider industrial, commercial, traffic, etc.)
4. Does X encourage preservation and conservation of neighborhood?
5. Will X affect existing neighborhood resources (schools, churches, social-cultural centers, parks, recreational facilities, social services, etc.)?
6. Will X affect access to consumer services (such as recreation, shopping, social services, etc.)?
7. Will X affect availability of recreational facilities, opportunities?
8. Will X affect neighborhood environment (noise levels, visual, congestion, etc.)?
9. Will X affect safety and/or health conditions in the neighborhood, community?
10. How will X affect security of homes, neighborhood?
11. Will X have an effect on crime?
12. Will X have an impact on priority needs of neighborhood?  
of people in the community? of specific groups in the community?



IMPACT ON EQUITABLE ACCESS TO OPPORTUNITY:

This refers to the need to insure that people have equitable access to the necessities for a decent life:

Employment/means of livelihood

Adequate and decent shelter

Education

Mobility

Essential services (health care, welfare, child care, social services, etc.)

Suggested questions:

1. What impact will X have on access to decent, adequate shelter?  
(Consider quality, size, supply, cost, needs of certain groups-- such as elderly, handicapped, large families, etc.)
2. Will X have an impact on access to opportunities for employment or earning a livelihood?
3. Will X affect employment resources in community?
4. Will X affect access to mobility?(Consider variety, costs, convenience, etc.)
5. Will X affect access to public transportation?
6. Will X affect access to education and/or public information?
7. Will X affect access to necessary social services?  
(Consider health, welfare, child care, services for elderly, handicapped, etc.)
8. Is X apt to increase or decrease need for social services?
9. How will X affect unmet needs of area (for housing, employment, education, mobility, health and/or public services)?

IMPACT ON DISTRIBUTION OF SOCIAL COSTS (WHO BENEFITS? WHO PAYS?):

This refers to the need to measure the equity of benefits and costs in terms of the people who will be most affected. Who will benefit? What individuals and/or groups will bear the costs?

## Suggested questions:

1. Will X have an effect on priority social needs of people in the community? *How know what they are?*
2. Will X result in negative "spillover" effects on other neighborhoods? If so, identify.
3. What individuals/groups will derive greatest benefit from X?
4. Will X result in hardships, cost burdens for certain individuals/groups?
5. Will X affect costs for necessary services, especially for those least able to pay (elderly, low-income, handicapped, etc.)?
6. Will X affect income level of neighborhood?
7. Is there a way to mitigate costs (for those least able to pay) if X will result in otherwise desirable change?

*SIMPLER  
MORE SPECIFIC*

*Who  
What  
When  
Where  
Why  
How  
How much?*

Social Policy Questions,  
Schuler

These questions specifically address each of the three issue areas mentioned by the committee at the last meeting. I have combined some of Joan's questions with some of mine, and I hope the result is an improvement of my list...

Again, X refers to the matter theoretically before Council.

1) Impact on the quality of life.

Does X have a design and a function that is acceptable and consistent with the neighboring area?

Does X affect neighborhood cohesiveness/stability?

Does X affect the quality of a) air, b) water, c) land, d) vegetation, e) sound, and f) view?

Does X change/maintain desired densities (population, services, traffic, etc.)?

What impact will X have on a) crime, b) safety/health conditions?

What impact will X have in regard to the access and adequacy of a) public facilities (libraries, sewers, police, etc.), b) consumer services (stores, churches, socio-cultural activities, etc.)?

\* Does X affect individual's/group's access to opportunity?

\* Does X have an equitable distribution of costs (social and monetary)?

2) Impact on the equal access to opportunity

Does X affect the access to/adequacy of a) housing, b) employment/income, c) education/public information, d) transportation/parking, e) recreation, f) social services (health care, child care, services for the aged, the poor, etc.)?

Does X affect the demand for any of the above?

3) Distribution of social costs

What are X's monetary costs/benefits? Who pays/receives and how much?

\* What impact does X have on individual's/group's quality of life and access to opportunity?

Social Policy Questions  
Schuler page 2

4. Does X change/maintain desired densities (population, services, traffic, etc.)?

(Though related to previous questions in some ways, "density" often concerns the problem of too much, whereas "adequacy" concerns the problem of not enough. Many neighborhoods have specifically raised the question of density in regard to their quality of life.)

5. Who benefits from X; who is disadvantaged by X?

How many people?

How much impact?

How long?

(This question, specifically concerning that third guideline above, serves as a catchall for questions of "who pays, who gets" (an related notions of equity) that cannot be answered by any of the previous questions.)



SAMPLE MATRIX

The following is a sample matrix applying  
the proposed questions to the report of the Portland Planning  
Commission recommending Buckman Neighborhood Rezoning,  
January, 1977.

IMPACT ON DISTRIBUTION OF SOCIAL COSTSDown-zoning of Buckman Neighborhood    Retaining high-density zoning

- |   |   |   |
|---|---|---|
| 1. Will X have effect on priority social needs of people in community?      | Positive effect--in neighborhood view. (p. 5, 6)  | Negative effect--in neighborhood view.                                    |
| 2. Will X result in negative "spillover" effects on other neighborhoods.    | Not addressed. As neighborhood upgraded, will indirect effect be displacement of low-income and/or transients who have moved in from Burnside area in Old Town? |   |
| 3. What individuals/groups will derive greatest benefit from X?             | People in neighborhood--will be stabilized. (p. 5, 6, 7)  | Speculators (p. 18); developers, builders of high-density apts. (p. 27)   |
| 4. Will X result in hardships, cost burdens for certain individuals/groups. | Not addressed. Will poor, transients bear indirect effect of dislocation?   | Permanent residents, as neighborhood will continue to deteriorate. (p. 7) |
| 5. Will X affect costs for necessary services?                              |   | Increased costs for sanitary and storm sewers. (p. 23)                    |
| 6. Will X affect level of income in neighborhood?                           | Not addressed.  |   |
| 7. Any way to mitigate costs for those least able to pay?                   | Not addressed. Any possibility of low-cost housing for low-income and transients who may be displaced over long-run?  |   |

(Note: question as to long-range impact on low-income and transients raised in interviews in S.E.)

IMPACT ON EQUITABLE ACCESS TO OPPORTUNITYDown-zoning of Buckman Neighborhood    Retaining high-density zoning

- |   |  |  |
|---|--|--|
| 1. What impact will X have on access to decent, adequate shelter?   | Will preserve reasonable cost housing stock, especially for families (p. 29)   | Will lose good quality housing stock.  |
| 2. Will X have an impact on access to employment?   | Not addressed.   | Not addressed.   |
| 3. Will X affect employment resources in community?   | Not addressed.   | Not addressed.   |
| 4. Will X affect access to mobility?  | Unclear--Tri-Met considering north/  | Unclear.   |
| 5. Will X affect access to pub. transportation?   | south line at 12th or 20th. Will this affect their decision? (p.23)  |  |
| 6. Will X affect access to education and/or public education?   | Retaining family neighborhood should help keep neighborhood schools open (p. 31, 46, 48)   | Attracts transients, less apt to have children. May cut population of, force closure neighborhood schools. |
| 7. Will X affect access to necessary social services?   | Not clear. Except for schools, not directly addressed. Supporting letters (p. 46-49) claim will strengthen existing social services. | Not clear.   |
| 8. Is X apt to increase or decrease need for social services.   | Not addressed.   | Not addressed.   |
| 9. How will X affect unmet needs of area (for housing, employment, education, mobility, health, public services)? | Housing: will stabilize neighborhood; reverse loss and deterioration of quality housing. (p. 3,4)<br>Other areas: not addressed      |  |

IMPACT ON QUALITY OF LIFE:Down-zoning of Buckman Neighborhoods Retaining high-density zoning

- |   |  |   |
|---|--|---|
| 1. Will X conform to character and goals of neighborhood?                   | Neighborhood views as positive. (p. 4,6)   | Negative.   |
| 2. Will X affect neighborhood cohesiveness, stability?                      | " " " " (p. 5,7)   | " "   |
| 3. What effect will X have on undesirable encroachments?                    | " " " " (p. 37)  | " "   |
| 4. Does X encourage preservation, conservation of neighborhood?             | " " " " (p. 4,7,29)"   | " "   |
| 5. Will X affect existing neighborhood resources (schools, churches, etc.)? | Positive re neighborhood schools (p. 31). Other resources noted only as to existence (p. 23,24). Seen as supportive re PACT center (p. 46,49). |   |
| 6. Will X affect access to consumer services (recreation, shopping, etc.)?  | Not addressed.   | Not addressed.  |
| 7. Will X affect neighborhood environment (noise, congestion, etc.)?        | Neighborhood views as positive (p. 7).   | Would increase congestion, noise, etc.  |
| 8. Will X affect safety/health conditions in neighborhood?                  | Not directly addressed. Infer positive from Q. 7, 9.   |   |
| 9. How will X affect security of homes, neighborhood?                       |  | Rate of residential burglaries much higher in apts. Neighborhood associates apts. with transiency and crime. (p. 7) |
| 10. Will X have an effect on crime?   |  | Will aggravate existing conditions. (p. 7)  |
| 11. Will X have impact on priority needs of neighborhood?                   | Will preserve housing and neighborhood (p. 7). Not addressed-long range impact on low-income and Burnside transients.                          | Negative in view of neighborhood.   |

IMPACT ON PEOPLE:Down-zoning of Buckman Neighborhood    Retaining high density zoning

- |   |   |  |
|---|---|--|
| 1. What impact will X have on people who are now part of neighborhood?                          | Residents support--see as beneficial. (p. 10)   | Residents see as negative--destructive of neighborhood.          |
| 2. Will X result in displacement of individuals/groups now part of neighborhood?                | Not addressed. Long range effect--what will happen to low-income and transients who have migrated from Burnside area? |  |
| 3. Will X tend to exclude, isolate, concentrate and/or segregate certain groups or individuals? | Not addressed. Will it exclude low-income persons over long term?   | Will it result in concentration of largely transient population? |
| 4. Will X have an impact on physical, mental or social well-being of people in neighborhood?    | Residents see as generally favorable. (p. 7)  | Residents see as generally negative. (p. 7)                      |
| 5. Will X have an impact on groups with special problems?                                       | Would retain housing for large families. (p. 22)  |  |

(Note: Questions as to long-range impact on low-income and Burnside transients raised in interviews.)

Tri Met's Southeast Portland Transit Improvement Plan  
 In regard to social policy questions  
 Schuler 2/16/77

\* - NOT ASCERTAINED

1. Impact on the quality of life

question	result w/implementation of plan
Does X have a design and a function that is acceptable and consistent with the neighboring area?	Citizen input appeared to be heeded. Adjustments were made in the plan where feasible (e.g., Mill St. dispute)
Does X affect neighborhood cohesiveness/stability?	*
Does X affect the quality of:	
a) air	
b) water	
c) land	
d) vegetation	
e) sound	
f) view	
Does X change/maintain desired densities (population, services, traffic, etc.)?	*
What impact will X have on:	
a) crime	*
b) safety/health conditions	*



page 2

question	result w/implementation of plan
What impact will X have regarding the access of and adequacy to:	
a) public facilities (e.g., police, sewers)	*
b) consumer services (e.g., stores, churches, socio-cultural facilities)	access to Mall 205, Woodstock shopping, Moreland shopping, and downtown has been maintained/made more direct
2. <u>Impact on the equal access to opportunity</u>	
Does X affect the access to/adequacy of/ demand level for:	
a) housing	improved access to dense residential area on Division St. and also on Woodstock east of 72nd. more direct service to downtown
b) employment/income	
c) education/public info	improved access to PSU, Reed, Cleveland High etc.
d) transportation/parking	The focus of the plan is to offer more direct and efficient access plus additional runs on weekends in certain residential areas
e) recreation	
f) social services (e.g., care for the aged)	The plan for reserving front bus seats for the aged and the handicapped has been incorporated into this plan. Special needs transportation plan are still under consideration.
3. <u>Distribution of social costs</u>	
What are X's monetary costs/benefits?	
Who pays/receives and how much?	Efficiency savings plus added costs for more runs amount to about \$950,000 more over the the upcoming year, to be footed by the taxpayer
What impact does X have on individual's/group's quality of life and access to opportunity?	Presumably, those who ride will benefit, those who don't won't. Spinoff benefits and other implications (traffic level changes, pollution levels, access to jobs, etc. are not fully known

## RESULTS OF NEIGHBORHOOD ASSOCIATION SURVEY:

Relative to Zoning Question for low-income housing

RATING OF IMPORTANCEProposed Questions

Does it impact employment opportunities?

Does it impact leisure time activities?

Affect safety of residence?

Affect crime rate?

Improvement on growth or time schedules?

Communication among neighbors?

Suggested by RespondentsDoes this allow for mix of income levels  
(it should)?Does it upgrade housing stock of city?Does it add to housing capacity to an  
undesirable residential area?Do present residents qualify for new  
housing (displacement question)?Could this be put in another area already  
zoned for it ?What studies show this type of housing  
built for low-income?

Where will present owners move?

Will this encourage people who want to  
maintain single-family residential  
zoning to leave?

most			least								N.A.
1	2	3	4	5	6	7	8	9	10	11	
										11	
		1								1	
		1								1	
			1							1	
										11	
1											
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		1									
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	1										
		1									
				1							

Number of questionnaire = 2

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* Doug Capps, Executive Administrator to the Mayor  
*Addressed to*  
*Subject* Notice to Neighborhood Associations

In response to your memo of February 3, I telephoned Winnie Francis to ask her what aspects of notification have been deficient. She has informed me that the neighborhoods which are specifically reporting inadequate notice of zoning hearings include: Northwest, Montavilla, and Homestead. I think the Homestead notification may be in regard to Tri-Met's plans to eliminate the left-turn lane at Hamilton. Originally, the neighborhood showed up at the hearing on this subject and requested Council not to pass this ordinance. Subsequently, about six months later, Tri-Met brought this ordinance through again without any notice to anyone and it passed. Perhaps the neighborhood has some justifiable grounds for complaint about the issue, but they certainly have grounds for complaint about the notification procedure.

With regard to the other situations, Montavilla was complaining about notification on a particular issue about the Monastery on 76th. Grant Nelson from the Mt. Tabor Neighborhood Association and also the Chairperson of the Southeast Uplift Board, requested that the hearing on this subject be set over until the neighborhood could have a meeting, and the Hearings Officer has granted his request. But the problem still arises that there was insufficient notice given. When Ernie Bonner and I both first came on at the City, we worked out an agreement whereby neighborhoods would get as much notice as the Planning Bureau got for requests on conditional uses and zone changes. Occasionally there is a slip-up and sometimes this is due to new staff people being on the job. I am not certain that this is what happened in the Montavilla case, but the situation has been rectified.

The discussion for the Portland Alliance for Neighborhoods has revolved around notice provisions not just for zone changes, but for any policy issues. As you know, the ordinance on neighborhood associations states that neighborhood associations shall get 30 days notice on any policy issues or planning decisions which affect them. Now with regard to policy issues in planning or in development, 30 days notice usually is given. With regard to variances and conditional uses, the notice is considerably less than that --- usually only a week or two. Any item which is controversial can usually be held over although not always, so perhaps this can be taken care of through the regular channels.

Where the problem arises is when a notice is needed on a policy issue or non-policy issue outside the Planning Bureau. Some bureaus do not have regular notice provisions set up, and although we have seen significant improvements over the last two years in notices coming from Public Works and Traffic Engineering, we still do not have a uniform or systematic notification procedure. Agencies outside the City are not bound by our ordinance, but in particular, I would like to make reference to the Tri-Met notice, and the Port. In both of these agencies, there are now community involvement staff people who are sensitive to this need of neighborhoods. However, the most recent case on the Barbur Boulevard/Hamilton intersection was a case in point.

Memorandum to Doug Capps  
February 18, 1977  
Page 2

I don't know whether the situation is serious enough for you to consider setting up a citizens committee, but you might want to go that route. They would investigate situations where there has been this kind of a problem and give back some recommendations about changing our usual in-house procedures or procedures of other agencies. What we might want to address ourselves to at this time is notice on non-policy issues, with particular attention to issues that are outside the Planning Bureau. In the case of the Planning Bureau, I would recommend to yourself and to Ernie Bonner that for any issue on which there is less than 30 days notice given, and if the neighborhood association itself requests that the issue be held over until a meeting can be arranged, that we should be sure to extend the time in order that the neighborhood association will get at least the recommended 30 days. In other words, if a variance is requested and 7 days notice is given, and the neighborhood association feels that this is insufficient, then they should have an extension of three weeks to bring them up to alleviate the situation that Winnie has brought to our attention.

If you want me to proceed any farther, I will be happy to do that. One recommendation that Winnie has raised which I have not yet investigated is the suggestion from the Portland Alliance for Neighborhoods that any institution which plans to expand over the next 10 years should supply a master plan for their expansion to the Planning Bureau and which should be available to the citizens. This kind of 10-year notice might obviate the necessity for a string of sudden and unconnected minor notices.

*Mary*

MCP/bb

*Charles Jordan*  
cc Mildred A. Schwab  
Winnie Francis  
Ernie Bonner  
Frank Frost

THE CITY OF  
**PORTLAND**



**OREGON**

Memorandum

OFFICE OF  
THE MAYOR  
NEIL GOLDSCHMIDT  
MAYOR

1220 S. W. FIFTH AVE.  
PORTLAND, OR. 97204  
503 248 - 4120

Date: February 3, 1977

To: Mary Pedersen, Director  
Office of Neighborhood Associations

From: Douglas L. Capps, Executive Assistant *DL*

Subject: Notice to Neighborhood Associations

The attached copies of correspondence from Winnie Francis from the Northwest District Development Association was forwarded to us from Commissioner Jordan's office for response. I would like to get your reaction to it before we determine whether appropriate action ought to be taken.

Winnie Francis' phone number is 229-6215, for the record.

DLC:cfm  
Attachments

cc: Jim McKillip, Comr. Jordan's Office

RECEIVED

FEB 04 1977



Jim: This is the resolution that we  
would like Commissioner Jordan to sponsor  
in the form of an ordinance or whatever  
other form will be binding. Please let  
me know if he will agree to this, since  
if he will not we will use other strategies..

Winnie



WHEREAS, the following facts have been established:

1. That neighborhood organizations are receiving as little as 24 hours' notice of hearings on planning and zoning issues directly affecting the neighborhood;
2. Neighborhood organizations need time to mobilize in order to defend their interests;
3. Most individuals representing neighborhood organizations must take time from regular employment to appear at hearings;
4. These individuals and organizations need time to acquaint themselves with the facts and the pertinent ordinances, as well as to determine the wishes of individuals directly affected by such issues;

BE IT RESOLVED that City Council require its agents to give not less than 30 days' notice in writing to any and all affected neighborhood organizations prior to passage of any ordinance or resolution on land use, or any hearing pertaining thereto.

- - - - -

This resolution was adopted at a meeting of Portland Alliance of Neighborhoods on January 8, 1977.

*Not just policy matters.*

*Zoning - 24 hrs. +*

*Bonne - Redden agreement.*

*NWDA*

*expand - master plans for institutions  
for 10 yr. plan.*

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

February 18, 1977

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Jerry Mounce, Coordinator, Neighbors North

*Addressed to*

*Subject* Audit of Neighbors North Records

After meeting with the accountant who audited the records of the Neighbors North office, I have two suggestions to make. First, I think it would be helpful if you could attend the internal revenue service classes which are held for small businesses on payroll deduction taxes. Secondly, I think it would also be useful for yourself and possibly for Mark and some citizens who are working with the review board to attend a seminar which will be held on Saturday morning, March 5. This seminar is for non-profit organizations and is sponsored by the Oregon Accountants for the Public Interest.

I am happy to see that your response to the accountant has been a positive one, and I hope that we can continue to improve the recordkeeping.

*Mary*

MCP/bb

## NOTES FROM THE STAFF MEETING OF SATURDAY, FEBRUARY 5

Attendance: Marion Scott, Kathy Zimmerly, PDC; Susan Feldman, Bureau of Planning; and Jerry Mounce, Edna Robertson, Margaret Strachan, Laura Taylor, Patti Jacobsen, and Mary Pedersen, ONA.

We agreed that we would like to write a small handbook and that it would be useful. We agreed that we did not want to rewrite anything that has already been written and is useful for our purposes. For format, we talked about a set of materials with punches so that they will fit in a three-ring binder.

Jerry Mounce suggested that there should be an opening paragraph stressing that all the neighborhoods are different and use different ways of doing things and that the handbook will also stress diversity. She would like the handbook to help people be aware that they have some control over their own destiny if they would just organize to use it. There was a strong consensus that the handbook should emphasize basic pragmatic skills rather than concepts.

A good deal of the discussion focused around two handbooks that have recently come in from Anchorage, Alaska: One is called citizen effectiveness handbook and it gives a lot of information about the basic structures of the government in Anchorage, and the other is called "Getting the Word Out" and it emphasizes relationships with the media and with people inside the neighborhood.

We agreed that there should be a table of contents at the beginning of whatever we write and that there should be an alphabetical index to let people know what items are in it in alphabetical order. Overall, we saw this handbook as a kit which would be color-coded for different subjects and which would make up a numbered series. The workbook that Susan Feldman and the other people at the Bureau of Planning are preparing would be one of the numbers in this series, and the cookbook from PDC on housing rehabilitation could also have another number in this series.

After a good deal of discussion, we agreed that the handbook itself would contain a sort of an overview on the different kinds of citizen involvement in neighborhoods. We would stick to the whens and the hows of doing it and seek to emphasize the parts which are most essential and timeless about organizing. Other more detailed pamphlets would then be available on subjects that people might want to delve into, but which would perhaps not be of general interest to everyone.

The list of items which we seem to feel would be essential included:

- Turning out people for meetings
- Building membership
- Timing countdown
- Where to find resources
- The Budget Process and the Neighborhood Need Reports
- Basic facts about Newsletters and Flyers
- Organizing a group and getting started
- How to keep a group together - including the care and feeding of committees
- Holding a block party - Socializing as part of neighborhood activity
- Bibliography

Subjects which we thought would require some detailed materials but which need not be part of the handbook include:

- Scheduling Meetings

Relationships with the Media: Radio, Public Announcements, Television,  
Newspapers, Billboards  
Articles of incorporation and tax exemption  
Mailing  
Introducing an Ordinance  
Details of Newsletters and Flyers  
PDC - ONA Guidelines  
Posters and where to put them

The discussion now turned to the subject of getting the group started and we set down some basic elements for writing that section. This material follows:

Most people ~~do not~~ get involved with other people in their neighborhood <sup>only when</sup> until something comes along which affects them directly. People will become interested in either: 1) Something which affects <sup>them</sup> and to which they object, or a lively issue; 2) Projects for community improvement and Social activities in the neighborhood.

Basically, under both of these sets of conditions, the beginning step is to identify other people who are mutually concerned with the issue or project or who would be affected by it. In the case of an issue or some kind of change which the people object to, the following steps will be useful:

- 1) Verify the information you have heard before you begin to play Paul Revere. Good community organizing cannot be based very well on hearsay; you will need to have <sup>facts</sup> information to inform other neighbors and to seek their involvement, so be sure the information is accurate before you begin.
- 2) Find out if other groups or individuals are already working on this issue or project, or would have an interest in being involved if they know about it. Check with:  
The Parent-Teachers Association or School Advisory Committee  
Business groups, Chamber of Commerce  
Neighborhood Associations  
Church Groups  
Neighbors in the immediate area  
Social or Garden Clubs
- 3) Once you have found a nucleus of people who are interested in the issue or project, put this nucleus to work gathering fuller information. ~~They~~ <sup>with</sup> should check in the neighborhood and with people who may be parties to the matter at hand. ~~They should~~ check with agencies or bureaus who might deal with this kind of concern or project. Many local items involve city bureaus or county agencies, but some projects may touch on state or federal agencies. For help in deciding if a particular bureau is involved, you can check with:  
City Information: 248-4583  
County Information: 248-3511  
State Information: 229-5700  
Federal Information:

You can also seek further information from other neighborhood groups which may have worked with this same issue or project in the past. Be sure to find out what the process of decision making is for this issue and what the timing of making a decision will be. In addition, you will want to know where in the process the project or issue is at the current time. Be sure to find out any deadlines for registering to testify or preparing written materials.

- 4) When you feel that you have most of the information together, call for a meeting and be sure to notify all the parties who will be interested or affected by this concern. For information about how to arrange for a meeting, see paper number \_\_\_\_ . TITLE : \_\_\_\_\_

- At the first meeting,*  
5) Brief everyone who comes ~~to the meeting~~ on what you have found in your search for information. Identify choices for action which you may have thought of. Encourage discussion to go on among the people who are attending at the meeting either as a whole group together or in smaller groups, depending on the size of the group in attendance.

- 6) Decide on the direction or directions the group would like to take. This is another way to set at least a tentative goal.

- 7) Identify what needs to be done to reach this goal and ask people to take on part of the work. Break the work down into small enough pieces that an individual can do it in the time allowed. If there are enough people to work on the items that need to be done, try to arrange a buddy system, because two people working together can often accomplish more than one person working alone. Try to match the jobs to be done with people who are interested in that aspect of the work or who have skills which are especially useful to that part of the work. Talk about timing and try to get commitments of work from individuals right at the meeting. Be sure to consider the natural time constraints or deadlines, and if they are very soon, you may need to draw other people in to accomplish ~~the work that needs to be done by the deadline.~~ *they will have*  
~~the people do not leave this first meeting with a clear idea of what direction to go in (even though they may not have fully worked out the goals), then not as much progress will be made before the next meeting.~~

- 8) Ask the people who are at this meeting if they have other concerns, issues, or projects which should also be considered by this group. If the group agrees that some other topics should also be worked on, then try and identify a small group of individuals who will take the leadership on this other issue.

- 9) Before you leave the meeting, set up the next meeting time and the agenda right then, so all the people who are at the meeting will be informed about the next one. Clear the <sup>next</sup> responsibilities for who will do what with regard to notification for the <sup>next</sup> meeting and decide who will be responsible for minutes, reports, etc. Choose someone who is easily reached to be a contact person to keep in touch with. Exchange phone numbers. If it is possible, duplicate the attendance sheet of those who are present at the meeting and give a copy to everybody who is there or mail them as a reminder with the minutes before the next meeting.

- 10) After the meeting, prepare information for publicity to try to interest other people. In your writing, highlight what was the most important decision or step taken at the meeting. Send this to the newspapers or other means of communication in your area. See paper number \_\_\_\_ - Title - "Getting the Word Out". As other people contact you resulting from the publicity, put their names on a list to be sure to notify for the next meeting.

*Try to  
conduct  
the meeting  
so that when*

- 11) At the next meeting, brief the people who come on what has already happened and what information you have collected, for the special benefit to the people who are attending their first meeting, but also as a reminder and bringing up to date for the people who attended the first meeting. Ask for reports from each person who had part of the work to do, follow with questions and answers. Again discuss what the choices for action might be and as a consensus emerges or as a vote is taken, write the exact wording of the motion in the minutes. Be sure to record any votes which are taken. Then choose a direction to follow, decide the work to be done, divide up the work, set the next meeting, and a contact person again if needed be.

These are the basic steps for getting started.

In presenting the information based on your work in the community, try to make a presentation which is as honest as possible without bias. Include the differing points of view so that people who are in the minority will not feel excluded from the group. Report the exact results of votes and the type of meeting which was held to determine these opinions. Remember, if you honestly reflect all the different points of view along with the resulting consensus for vote, then your group will gain a reputation as fair and believable.

### Maintaining a Group

The key elements for maintaining a group include:

- Keep trying to broaden the base of participation. People constantly move in and out of participation, depending on what else is going on in their lives. In order to keep the group up to full strength then, ~~one~~ needs to be continually recruiting new people. *the members*
- Diversify the projects or issues. Each issue or project seems to draw the people who are interested in that kind of issue or project. Thus, if you have two or three different kinds of issues or projects going, you will be drawing together two or three possibly different groups of people who are interested in each others topics. ?
- Try to build continuity among the officers by having staggered terms for elections to boards or committees. This way, past information can be available for new members to learn.
- Pull together a packet of basic information for new members and new officers. This packet can include: the names, addresses, and phone numbers of the officers and the basic issues they have dealt with in the present and in the past, basic position papers, and a short history of the group. The North Portland Citizens Committee likes to hold a "changing of the guard ceremony", where the old officers meet with the new officers and have a general discussion of the way things are going as a briefing for the new members.
- Identify key contacts with other neighborhood groups and agencies and get on their mailing lists. Be sure to put them on your mailing list.
- Establish committees to work on ideas or projects.
- Hold different kinds of meetings at different times. This could include general membership meetings, board meetings, open houses, potlucks, visitations in different centers of the neighborhood, outdoor meetings, *block meetings, workshops, forums.*
- Don't assume that you should have monthly meetings unless they are needed. Some neighborhood groups are finding out that quarterly general meetings are sufficient, so long as the committees or the board meetings are held in between general meetings. If you have a number of good committees, the participation might be very high and can be reported to the neighborhood through newspapers, etc., even though general membership meetings are ~~not~~ held only every few months.
- Try to keep the structure



- Try to keep the structure responsible, that is, it should be constantly keeping in touch with each other and with other groups.
- Social activities held together for the purpose of getting to know one another are wonderful icebreakers, and go far toward building a sense of community or group spirit. Some social activities which have been successful in Portland include: ice cream socials, <sup>holidays</sup> picnics, potlucks, <sup>spring</sup> tours, parties, social gatherings of all the block captains, ~~Christmas~~ parties, ~~Easter~~ egg Hunts.
- It is important for the core group to get together frequently either on social occasions or as a retreat to think over the way things are going. This is a better way to get to know each other and one which will build group solidarity.
- The Irvington Community Association as well as some others elect both a president and a president elect. This is a way of having an apprenticeship for the person who will be the president the following year.
- The Northwest District Association has a nominating committee which is made up of the past presidents of the neighborhood. Together they know many people in the neighborhood and can help to pull together a list of possible candidates.
- Delegate responsibility, and try to involve people to do even just a small part of the work. *Be sure the one you delegate work to, understands the necessary time deadlines.*
- Let the people who chair the committees be members of the board or sit in on the board members. The other members of the committee should be recruited from the neighborhood outside the board structure. This will mean that new people will be brought in to serve on a committee and you will be developing new leadership for the future.
- Give credit where credit is due.
- Develop a communications network, and use it in between issues to keep the people in contact with each other. Look to see what the natural communications systems are in the neighborhood. If there is a local newspaper, and people read this weekly, this may be the best way to keep them informed with what is going on between general meetings or as a result of general meetings. If there is a natural grapevine, try to tap into that. *Phone lists or telephone trees work for short & exciting messages.*
- Select a specific officer who job it is to keep in touch with the committee chairman. This should usually not be the president who has lots of other work to do, but may well be the vice president or a contact person.
- Arrange the work so that not all the work falls to the same person. Divide up the work so that all the officers or volunteers seem to be doing part of it.
- Hold an annual evaluation of the basic goals of the group. Reaffirm those which continue to be basic goals, and form new ones as they arrive.
- Always take each new opportunity for working on an issue or concern or project as also an opportunity to recruit new people with new talent for the group.
- Take special pains at election time that notification should be given widely throughout the neighborhood. Information about who is running and what they have done in and for the neighborhood is very helpful to people to know who the new officers are.
- Be sure that you give a sufficient general notification throughout the area to give a chance for all interests to be represented.
- *Be sure to ~~represent~~ report all points of view when giving testimony, so the minority views will not feel excluded or feel that their participation was worthless.*

THE CITY OF  
PORTLAND



OREGON

OFFICE OF  
NEIGHBORHOOD  
ASSOCIATIONS

MARY PEDERSEN  
COORDINATOR

1220 S.W. FIFTH AVE.  
PORTLAND, OREGON 97204  
503/248-4519

MEMO

TO: Daniel Boggan, Jr., Director, Office of Management Services  
Douglas Capps, Administrative Assistant to the Mayor

FROM: Mary C. Pedersen, Coordinator, Office of Neighborhood  
Associations

DATE: February 4, 1977

SUBJECT: Neighborhood Services Coordinating Committee

NEED

The many bureaus serving the neighborhoods rarely meet to work out a problem together or even to keep each other posted. Some of these bureaus are coordinated by being part of the same department. For example, Public Works includes Streets & Structures, Lighting, Maintenance, Engineering, and Sanitary Engineering. In other cases, two bureaus have worked out arrangements for working together by meeting frequently - for example, staffpersons from Streets & Structures meet regularly with those from Traffic Engineering; Bureau of Neighborhood Environment meets with several other bureaus on multiple environmental problems.

In October, however, the Office of Neighborhood Associations invited 15 bureaus to send representatives to a meeting to discuss ways of following through on neighborhood need reports. This meeting was well attended and lasted exactly one hour and 30 minutes. As a result, the bureau representatives worked out some general guidelines for responding to the neighborhood groups. Bureaus have been using these guides, working within budget and time limitations.

Although we cannot be sure at this time that the results of our working together will be wholly successful, many of those who attended feel that the meeting was fruitful. In June, we will be able to evaluate whether the percentage of "lost" reports decreases from the 1974-1976 average of 15%. It would be useful to try to coordinate these activities and other efforts which serve the public on a regular basis.

NEIGHBORHOOD  
SERVICES  
COORDINATING  
COMMITTEE

PURPOSES

Following the example of the Managers' Forum, this memo proposes the formation of a neighborhood services coordinating committee which would meet monthly.

The purposes of the Neighborhood Services Coordinating Committee are:

- 1) To provide a forum crossing bureau lines where personnel providing services to neighborhoods and/or private citizens can surface problems affecting more than one bureau;
- 2) To discuss the common problems and set up subcommittees of directly affected personnel to bring recommendations to City Council on policy matters or back to NSCC for solutions or improvements within bureau authority. The subcommittees are essential to expeditious meetings;

Memo to: Dan Boggan  
Doug Capps  
February 4, 1977  
Page 2

- 3) To identify opportunities where volunteer involvement can help a project flow more quickly, more economically, or more cooperatively.

As the Managers' Forum deals with "internal affairs", so this committee would deal with "external affairs". Most of the time this distinction will hold, but occasionally, a topic may arise in one forum that should also be considered by the other.

#### LEADERSHIP

The committee will need a chairperson and a recorder or scribe. The duties of chairing the meetings and keeping everyone in touch with each other would be a significant responsibility. These duties should rotate on a yearly basis so that the committee will not become too heavily identified with one bureau, and so that the extra responsibility will be a temporary burden. Perhaps the committee can elect its own chairperson, keeping in mind the work flows of the members.

The recorder would keep minutes for the benefit of those who miss a meeting and to keep track of subcommittees and their members' charges.

#### COMPOSITION

The following bureaus should be invited to participate (including but not limited to):

- Buildings
- Commissioners' Representatives
- Crime Prevention
- Human Resources (Senior and Youth Centers, YEP)
- Mayor's Complaint Manager
- Metropolitan Human Relations
- Neighborhood Associations
- Neighborhood Environment
- Parks
- Planning, Zoning, and Comprehensive Planning
- Police
- Portland Development Commission
- Public Works
- School District
- Traffic Engineering
- One citizen from each section of Portland

Those who attend may be the bureau chiefs, if these are the persons most directly involved with neighborhood services. Each bureau chief should have the option of delegating participation to an employee directly involved with service to the public.

#### TYPE OF SUBJECTS FOR CONSIDERATION

Topics would be of three types: those which recur annually, ongoing, and special. Among the annual can be named the neighborhood need reports and the summer youth employment programs. Among the ongoing would be coordination of speaking tours, and comprehensive planning. Special

Memo to: Dan Boggan  
Doug Capps  
February 4, 1977  
Page 3

projects might be chosen, such as the development of a neighborhood dispute-resolving process or trying to identify outdated ordinances or procedures.

The actual work to design improvements is not the job of the committee, but the opportunity to sit together to identify some common problems ought to shorten the time needed to tackle them and help us all be aware of studies underway.

Some subjects might require the assistance of staff from other bureaus or agencies on occasion, or for a given short period of time. Sub-committees would be particularly relevant for the special projects.

NAME

As a name, Neighborhood Services Coordinating Committee is pretty explicit, but it is a mouthful. We would need a shorter, snappier name for easier reference in everyday talking.

A handwritten signature in cursive script, appearing to read "Mary".



THE CITY OF  
**PORTLAND**



**OREGON**

OFFICE OF  
NEIGHBORHOOD  
ASSOCIATIONS

MARY PEDERSEN  
COORDINATOR

1220 S.W. FIFTH AVE.  
PORTLAND, OREGON 97204  
503/248-4519

MEMORANDUM

TO: Dan Boggan, Jr.  
Edna Cervera  
Peter Engbretson  
Neil Goldschmidt  
Orin Knee  
Pat LaCrosse  
Jim McKillip  
Wayne Potter  
Leonard Yoon

FROM: Mary C. Pedersen, Coordinator  
Office of Neighborhood Associations

DATE: March 2, 1977

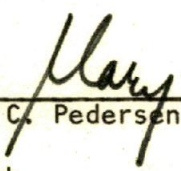
SUBJECT: Use of Computers

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Virginia Ferriday of the Arlington Heights Neighborhood Association and a present member of the Public Works Budget Advisory Committee brought the attached article to our attention. We are particularly interested in the comment that "Now, the minicomputer says that you can be just as efficient with decentralization, maybe more so". (Robert B. White, Citibank)

I contacted Jerry Miller from the Federal Labs in Salem to ask him if any city in the United States is currently using minicomputers and to the best of his knowledge, they are not. Dallas' Citizen Action Line and the Boston mini-city halls use terminals into a larger computer system, but no one seems to have started with minicomputers yet.

The committee in Northwest Portland which has been studying the APPLE Skill Bank possibilities is very interested in the eventual use of minicomputers for neighborhood offices, and would appreciate any information you have about minicomputers in neighborhood offices. Perhaps by the time that they can find funding, the microcomputers will be available.

  
\_\_\_\_\_  
Mary C. Pedersen

MCP/bb

Attachment

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# Mini Revolution in t

## Time-Sharing Loses Ground As Small Units Boom in Sales

By STANLEY KLEIN

Among the nation's technology leaders, Bell Laboratories is highly regarded for its expert management, and mistakes in decision-making at this major subsidiary of the American Telephone and Telegraph Company are considered rare.

But missteps occasionally do occur, and William O. Baker, the Bell Laboratories president, admits that one of them involved minicomputers—the compact, task-oriented machines that are suddenly taking over many of the functions once performed only by big data processing systems.

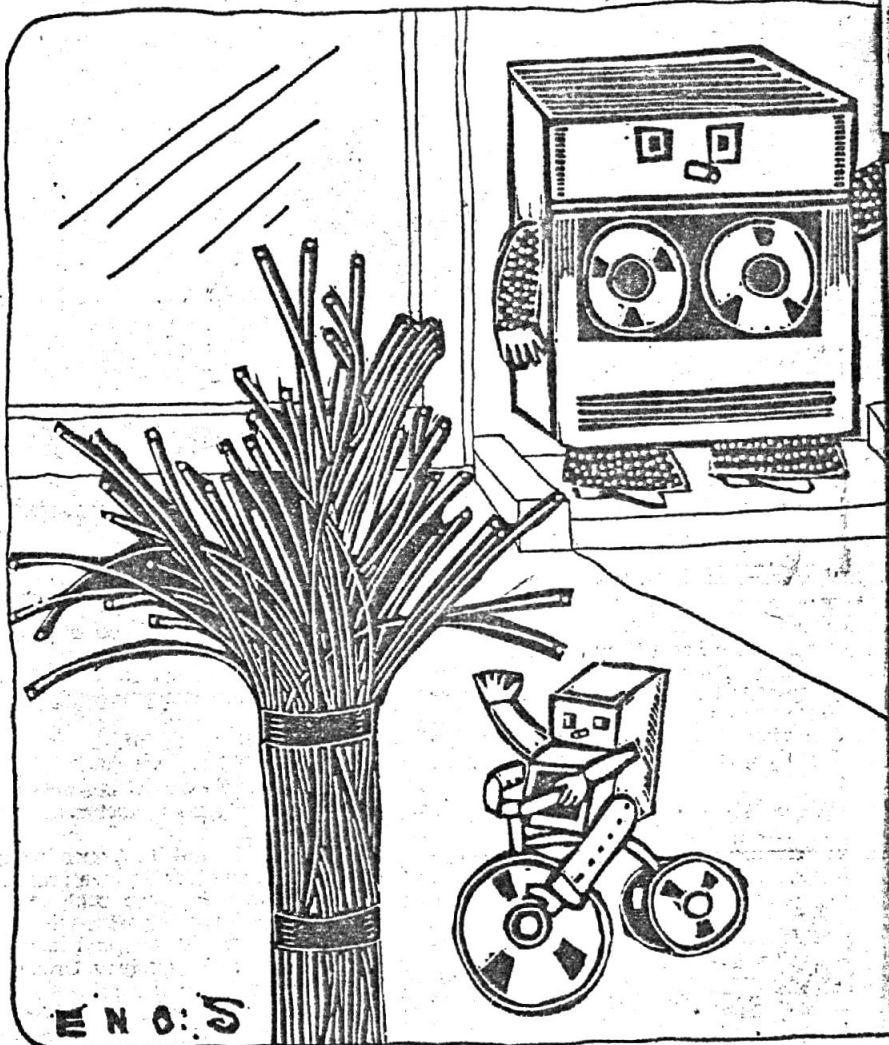
"We originally thought that big central computers could handle all of our management information work," said Mr. Baker. That was back in the mid-1960's, when most experts believed that the big computers made by the International Business Machines Corporation, the Control Data Corporation and the Univac division of the Sperry Rand Corporation, among others, would provide all the data processing power needed by any organization.

In those years, before the potential of the minicomputer was recognized, the concept of big, central computers providing service akin to an electric utility was in vogue. Business offices, laboratories, factories, even private houses would have access to computers through terminals connected to telephone lines.

Such computer time-sharing services do exist, but now the minicomputer has relegated that grandiose concept to a niche in the data processing industry. The Bell System, having caught up on its miscalculation, now deploys thousands of minicomputers to keep track of equipment orders, telephone network usage and many other operations. "This is what we thought we could do using just large, central computing systems," Mr. Baker said.

"The future belongs to the minis and the micros," said Eric D. Wolfe, a senior computer scientist who heads the Washington office of Bolt Beranek and Newman, a consulting firm. In scarcely more than a decade, minicomputers have turned into a \$3 billion industry, and no end to the growth is in sight.

At a cost of a few thousand dollars, a minicomputer can be dedicated to carrying out a single job—doing a



payroll, running a laboratory experiment, controlling a machine and so on—in lieu of using a central computer to handle all of the same tasks or any combination of them.

The Digital Equipment Corporation in Maynard, Mass., pioneered the concept of small computers in the early 1960's. After the company introduced the first mass-produced commercial minicomputer in 1965, the company's annual report boasted: "In the eight months between our announcement and the end of June, more than 200 of the computers were sold."

Installations of that basic Digital Equipment model, the PDP-8, have soared to 37,000 worldwide. Moreover, the company, which accounts for about 35 percent of the minicomputer market, has sold some 72,000 minis of all types, including newer systems that would have been considered supercomputers if they had been introduced 10 years ago. Digital Equipment's annual sales volume has climbed from \$15 million in 1965 to the \$1 billion that the company is expected to report for the fiscal year ending next June 30.

Such growth has become almost typical throughout the field of minicomputers and associated products—

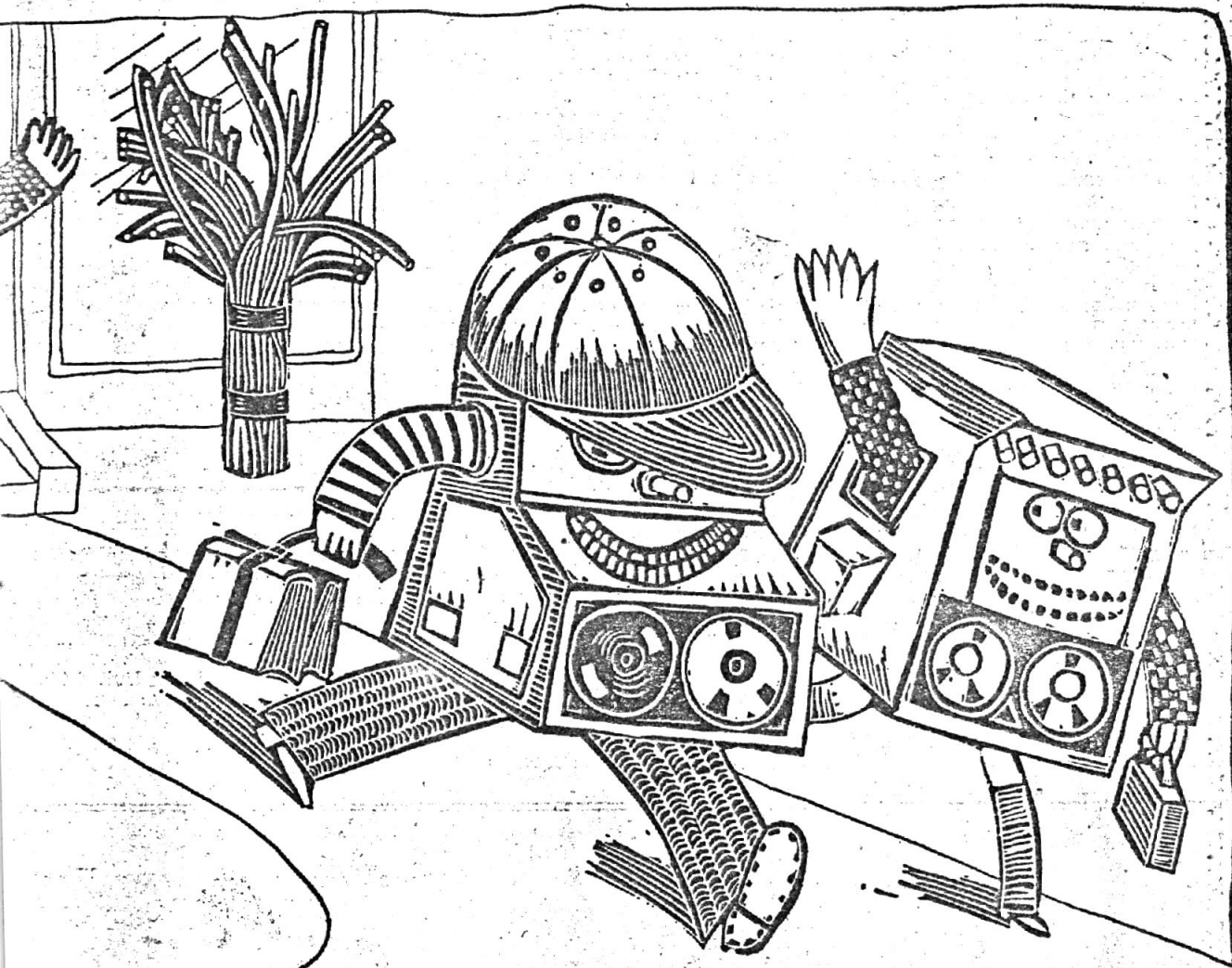
printers, terminals, communications gear and the like. Data General, Microdata Computer Automation, Applied Data Systems, Sycon, Datapoint, Codex, Basic Four and scores of other relatively new companies have joined in the boom.

Such well known concerns as Texas Instruments, Burroughs, Honeywell, the NCR Corporation, I.B.M., Control Data, Sperry Rand, Hewlett-Packard and Perkin-Elmer are also involved. Moreover, the consensus is that the industry is still in its infancy. "For this industry to stop growing, a disaster would have to strike the country," said Roland Thomas, a Data General vice president.

By any of a variety of measures, Mr. Thomas's perception seems justified. Price-earnings ratios that measure investor expectations are typically higher for the shares of small computer companies than they are for any other stock group, despite the recent big tumble in the group due to investor concern over the fierce competition in the field. The I.B.M. Series/1 minicomputer introduction last fall is an even more telling commentary on the outlook for the small computer.

Continued on page 7

# The Computer World



## Citibank Uses Minis to Cut Maxi Tasks Into Little Packages

By VICTOR K. McELHENY

On a corner stand in the carpeted office of Robert B. White in the vast Park Avenue headquarters of Citibank sits the terminal of an experimental electronic mail system that is a key element in the bank's war on paper-work.

The terminal is linked to a minicomputer, and it is one sign of what amounts to a technology rebellion at New York's largest banking institution. The goal of the rebellion is to chop up the tasks once given to giant computers into small packages that can be managed by small computers.

The ebullient Mr. White, who came to Citibank from the Ford Motor Company in 1970 to streamline the check-clearing operation, sees no reason to retract a 1975 statement that "no processing job that we at Citicorp have been able to identify so far is so enormous it can't be broken down to be handled by small machines."

Just a handful of managers reporting to Mr. White are trying the electronic mail system at present. When they come into their offices each morning, they can call up memoranda stored in a computer memory onto a small screen on their terminals.

Mr. White said during a visit the other day that the memos include items "to read and forget, read and reply, read and reply and follow up." The screen also can display "tickets," which are reminders to bring something up, or lists of unresolved issues between Mr. White and any of his managers.

Only a few of these messages need to be printed out on paper. And paper is the enemy at Citibank as in all banks and offices. People at the bank and its parent, Citicorp, estimate that 70 percent of the paper that lands on a middle manager's desk is generated within the worldwide corporation,

whose \$64 billion in assets make it the globe's second-largest commercial bank, outranked only by the Bank-America Corporation.

The electronic mail experiment is arranged differently from the so-called "word processing" systems marketed by the International Business Machines Corporation, the Redactron division of the Burroughs Corporation, the Vydec division of Exxon Enterprises and others. It is expected to be a while before lower echelons at the bank begin demanding a similar system.

It was designed by the Stanford Research Institute, and uses a computer system from the Digital Equipment Corporation—Citibank's chief partner in its minicomputer rebellion and the leading company in the fast-growing minicomputer industry.

In a speech last month reviewing a six-year effort to cut costs and make the bank's service less impersonal, Mr. White launched his attack on what he contends is overdependence on big computers by saying, "This morning, I would like to debunk a few myths about economy of scale."

Mr. White is executive vice president in charge of Citibank's operating, or

Continued on page 11.



3

# Minis at Citibank

Continued from page 1

technical, group and is the bank's chief prophet of minicomputers. Through widespread automation, including the purchase of nearly 150 minicomputer systems in the last two years, Citibank has cut its technical "back shop" work force, which processes transactions for big and small customers, from 10,000 in 1970 to about 6,000 today.

In the same period, costs have remained virtually static at about \$240 million in current dollars, Mr. White says, absorbing both inflation and the capital cost of minicomputers and other automated equipment. With the automation, if costs had followed their 15 percent annual growth rate of the 1960's, backshop expenses would have reached \$400 million by the end of 1975.

The resulting \$160 million in savings theoretically contributed about \$80 million to Citicorp's 1975 earnings of \$348 million and the same amount to 1976 earnings of \$405 million.

In the room next to Mr. White's office, a miniaturized Texas Instruments system, based on so-called microcomputers, or computers on a chip, hums away at its experimental work behind the sliding doors of a credenza.

Just off a nearby corridor on the same floor is a large room with a sign

on the door: "Technology Cavalcade." The room is full of a changing cast of minicomputer systems, announced in a monthly bulletin, that are being tested for increasingly responsible jobs at Citibank.

Among the minicomputer manufacturers whose systems were being tested the other day were Data General, Digital Equipment, Hewlett-Packard, Honeywell, I.B.M., Logical Machine Corporation, Olivetti and Prime.

Mr. White, describing Citibank's minicomputer program, said these compact, task-oriented machines are used today as the basis for what are called, "single-product work stations." The specialists at these stations, equipped with a keyboard, a television display screen, a microfilm reader and a sparingly used paper-printout machine, handle European, Latin American or Far Eastern loan transactions, among other things.

About two years from now, minicomputers are expected to be serving what will be called "multi-product work stations." In those, all types of banking business for one large customer or up to a few hundred small customers will be centralized—in a decentralized computer.

Mr. White's experience in the automobile industry has convinced him that the service industries must cut costs

Continued →  
on 4

## Mini Revolution in Computers

"I.B.M.'s timing could not have been better," exclaimed one industry source, citing the stretched-out deliveries from Digital Equipment, running six months and longer on certain product lines.

Such strong demand results from a continuing decline in the cost of the technology. The PDP-8 that cost \$18,000 at the time of its introduction 12 years ago now costs \$2,000. Because of such favorable economics, some big companies have begun to break out part of the data processing load that traditionally was concentrated in one central computer and, instead, are turning jobs over to minicomputers.

The lustiest of all the minicomputer growth markets, however, is now the small business application that makes it economic for companies in the \$1 million to \$10 million sales range to afford a computer on their premises to perform payroll, billing, accounting and other functions. A study by market researchers Frost & Sullivan in New York forecast that such systems, now totaling about 100,000 installations nationwide, will soar to 460,000 installations by 1984. Total value of the new equipment and software to be installed: \$17 billion.

The reason for the minicomputers' popularity is that they can do almost anything that the programming instructs them to do. Nevertheless, such small computers do have limitations. They cannot store as much data as the big machines, nor can they process their jobs as fast, and they are limited also to the number of jobs that they can handle at one time. According to Mr. Wolfe of Bolt, Beranek and Newman, "there will always be a place for the big central processors."

But it's from the opposite end of the size scale, the microcomputer, that trouble signals can be seen. The same semiconductor technology that makes up much of the minicomputer's innards and that rendered the small computer an effective rival to the big main-frame computer continues to work its magic.

Engineers can now cram all of the computer circuitry onto a silicon chip that measures about the size of a pinky nail. This is the so-called microcomputer and it could some day impinge on the growth of its bigger minicomputer brethren. Indeed, an annual survey conducted by Modern Data Services Inc., a research and publishing concern based in Hudson, Mass., already shows that about 16 percent of

potential minicomputer buyers opted in 1975 for the computer on a chip instead.

For the moment, however, the performance of the microcomputer is too limited to handle most of the jobs the minicomputer is called upon to do, so the micro devices are finding a home in video games, electronic timepieces, appliance controls and other applications where, in essence, they supplant traditional integrated-circuit electronic technology.

Nevertheless, all of the technology is changing so swiftly that anything can happen. As a hedge, Digital Equipment, Data General and Texas Instruments have all devised microcomputers to complement their minicomputer product lines. And at this level the mini companies will some day buck up against such powerful semiconductor companies as Intel, Fairchild Camera and Instrument, National Semiconductor, Motorola and others.

The market growth of the minicomputer will expand some 12-fold over the next 10 years, according to another Frost & Sullivan study, but it will be exceeded by that of the microcomputer: its market growth over the same time frame will be an astounding 150-fold.

4



The New York Times/Tyrone Dukes

Robert B. White of Citibank at a terminal of the bank's minicomputer.

just as factories do, by substituting machines for repetitive work traditionally done by people.

As Mr. White described it, the first generation of computers—the centralized giants of the 1950's and 1960's, installed in their air-conditioned hospital-style enclosures and fed problems by hordes of workers—tended to fatten rather than streamline the work-forces of banks and other service companies.

To be sure, Mr. White admits, "If we didn't have the big computers, we couldn't have our present business. There aren't enough people in all New York City to handle the transactions."

But the computers could achieve economical service to a rapidly expanding business only by meeting the needs of most customers most of the time. As Mr. White says, they were serving the average customer when there is no such thing as an average customer. Branch workers lost personal contact with customers when most operations were handled by a remote information-processing utility.

In those days, Mr. White said, "the cost of the computer said you could be more efficient in a business sense with large computers. Now, the minicomputer says you can be just as efficient with decentralization, maybe more so."

In the 1970's, as the cost of such electronic components as semiconductor memories skidded downward, minicomputer makers pushed their way onto the factory floor, where there was no data-processing interest group to fight them off, and then into the office. A decentralization faintly analogous to giving most office workers their own typewriters and telephones had begun.

Starting in 1975, Citibank began pulling out large computers and replacing them with minis. Mr. White estimated that the 150 systems purchased by the bank in two years had cost an average of nearly \$150,000 each, including the cost of related equipment. He said the bank plans to buy another 100 this year. Most of them operate at 111 Wall Street.

The bulk of them have come from Digital Equipment, but others have been supplied by Data General, Hewlett-Packard and Honeywell. Late last year, Citibank purchased one of the first I.B.M. System 1 minicomputers, code-named Peachtree, to begin detailed studies of a so-called "Cititrans" network of computers in branches in less densely populated areas than New York City. The war on paperwork will continue.

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Peter Engbretson, Nick Barnett, Wayne Potter, Kal Szekely

*Addressed to*

Neighborhood Relations Study Group

*Subject* Base Camp Exploration March 7, 1977

*Mary*

*Dis  
Safety  
BAC*  
Peter started the meeting by referring to his memo of March 3, 1977 on a possible work program. During the next three weeks, he proposes that we should gather and study relevant documents. We should be ready to give Commissioner Jordan a draft on April 8. Peter has promised the first draft of anything we write to the Metro Human Relations Commission. He sees his role as coordinator with a fresh look at our programs and navigator through uncharted territory.

Mary asked if anyone objected if she took notes at the meeting for possible distribution to interested people. It was agreed that all participants would have a chance to review them before release, and that they would be a summary rather than word for word minutes.

A discussion followed about other participants on this trek. Some who were mentioned included: Budget Advisory Committee Chairpersons, the Metro Human Relations Commission, the RCF Board, Review Boards at Neighborhood Offices, the Noise Review Board. Some names were mentioned as possible choices: Winnie Francis, Chris Christianson, Monica Little, Dan Boggan, Mike Kaiel. No decisions were made except that we agreed to try to find a balance, representing existing boards and commissions while striving for a geographic spread.

What's in a Name? The Name's the thing. Suggestions included: Community Relations, but this carried tone of civil rights; Office of Neighborhood Quality or Livability, but these terms indicate program. Finally, we settled on the working title of Neighborhood Relations, which carries a sense of kinship. We agreed to continue meeting on Mondays at 2:30 p.m.

Next we tried to identify key documents. The partial list includes:

- Budget Proposals and Ordinances
- Answers to Mayor's Questionnaire
- M.A.R.S. Analysis of BNE
- History of Metro Human Relations Commission
- ONA Background Materials and Budget Advisory Committee Evaluation
- Memos: Mary's on Neighborhood Services Coordinating Committee (2/4)
- Mayor's on Bureau Review (2/18)
- Boggan's on Equal Opportunity (2/17)
- Boggan's on Citizen Action Line
- MHRC memo to Jan Batiste (1/24)
- Wayne's (in preparation) on Neighborhood Needs Survey
- Possible other items: John Stryker's work
- Stan Parr, Records Management

We tried to identify the types of requests we receive:

- 1) Information
- 2) Annoyances (nuisances, lack of notice)
- 3) Person to person problems (fears, discrimination)
- 4) Needs for physical structures (traffic signs, play equipment)
- 5) Service requests (planning, crime prevention)

Wayne talked about the 1971 Public Health Study of Environmental Conditions. A needs survey would give us a baseline from which to measure improvements or performances, rather than work.

Nick brought forward his special considerations: MHRC is a city-county agency, jointly funded. In addition to the five types of calls as mentioned, they also have civil rights work and advocacy.

Wayne's special considerations: Need for funding for noise studies along freeways. Billings for work done and other technical centralized services.

Mary's special considerations: Contracts with review boards. Neighborhood Need Report process should start in June. Neighbor-to-Neighbor newsletter.

Peter's special considerations: RCF Board and its functions.

The discussion turned briefly to: Use of computers; Programs in Boston, Seattle, and Dallas; Neighborhood cabinets in New York City.

Establishing Base Camp 1:

Monday, March 14: Each bureau will make a presentation on current programs, staffing, and office space.

Peter will supply us with summaries of documents as they are available.  
The following week will be devoted to budgets.



CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

April 4, 1977

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Lauren Donaldson, Distribution

*Addressed to*

*Subject* Non-Profit Organization Information

The Office of Neighborhood Associations was established by City Council in 1974 to encourage and stimulate citizen participation and improve communications between neighborhood associations and city agencies.

The office is primarily concerned with the flow of information between bureaus and citizens and within neighborhood associations. We provide technical assistance and distribute a monthly newsletter. The office has been informed that its work is to be strictly non-political, and to provide assistance, but not advocacy. The rest of the Office of Neighborhood Associations' functions as set out in the City Ordinance are outlined in the attached copy.

*Mary*

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* Friends at the Tool Lending Library at the Southeast Neighborhood Facility  
*Addressed to*  
*Subject* Letter from Yvonne Waites in Ventura, California

The attached letter was received last week from California inquiring about the Tool Lending Library. We have sent the enclosed note along to Ms. Waite, and we hope that you will be able to reply to her more specific questions about how to get a Tool Lending Library going. We would appreciate a copy of your reply for our files on neighborhood self-help projects.

In fact, we think that if you wrote up a short story about the Tool Lending Library, we could get it published in a national journal for neighborhood ideas called, "Neighborhood Ideas". They are always interested to hear a good success story on a self-help project.

Thanks for anything you can do. If we can help out, please let us know.

Mary



OFFICE OF  
NEIGHBORHOOD  
ASSOCIATIONS

MARY PEDERSEN  
COORDINATOR

1220 S.W. FIFTH AVE.  
PORTLAND, OREGON 97204  
503/248-4519

March 15, 1977

Ms. Yvonne Waites  
Ventura County Commission on  
Human Concerns and Community Development

Dear Ms. Waites:

Thank you for your letter of March 8 inquiring about Portland's Tool Lending Library. We are forwarding your letter on to the Tool Lending Library itself for the answers to the specific questions in your second paragraph. The Tool Lending Library was begun about three years ago with a small grant from the ACTION Agency. Each year the State has a certain amount of money for short term grants on a quarterly basis. Perhaps the State of California has some arrangement.

Regarding your question about how to recruit volunteers and keep them involved, there are a few general principles we have observed here in Portland. Different kinds of people tend to be attracted by different kinds of projects, therefore, it is wise to have a diversified set of committees or projects going. This will bring in people with different backgrounds and one person leads to another. We have found that volunteers can stay involved so long as they feel they are accomplishing some good. So small successes at the beginning are very important if people are to be encouraged to go on and take larger steps. Training volunteers and treating them as if they were staff also seems to reassure them that their work is being taken seriously.

For further reading about volunteers, you may find a book by Eva Schindler-Rainman and Ronald Lippitt called, "The Volunteer Community". This Book is published by the NTL Learning Resources Corporation, 2817 North Dorr Avenue, Fairfax, Virginia 22030.

Good luck with your Neighborhood Council. If there is more we can do for you, please write us again.

Sincerely,

*Mary Pedersen*  
Mary C. Pedersen  
Coordinator

Mailing Address: P.O. Box 5267  
Oxnard, CA  
(not listed above)

MCP/bb





**VENTURA COUNTY COMMISSION  
ON HUMAN CONCERNS &  
COMMUNITY DEVELOPMENT**

An Equal Opportunity Employer

March 8, 1977

Chairperson  
Manuel Razo  
Vice-Chairperson  
Bob Lewis  
Secretary  
Virginia Berry  
Treasurer  
Miriam Mack  
Executive Director  
Luther C. Wallace

437 East Main St., Suite 13  
Ventura, California 93001

Office of Neighborhood Association  
1220 Southwest 5th Avenue  
Portland, Oregon 97204

Dear Gentlepersons:

After reading about your successful Tool Lending Library, I would like to know more. We are just beginning to get our Neighborhood Council off its feet, so to speak. In addition, we are attempting to do a fix-up campaign of homes in the county area of our community. Most of the homes are over fifty years old or more. Many of the people are seniors.

It has been a difficult job getting volunteer help and keeping them. One question I have is how do you recruit volunteers and keep them involved enough to stay with the program? Secondly, how did you start you Tool Lending Library? If you can give us some basic steps, it would be helpful.

Our agency assisted in organizing the Neighborhood Council. We now have a nonprofit corporate status. However, we could use help in pursuing helpful projects in the community.

We would appreciate your assistance and information. We look forward to hearing from you.

Yours truly,

Yvonne Waites  
Community Developer

YW:so

RECEIVED

MAR 11 1977



CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Jeanne McCormick, Crime Prevention Bureau

*Addressed to*

*Subject* "General Services" Brochure

Your new brochure looks really interesting. We would like to be able to distribute them to the neighborhood offices, but we find that we don't have too many drop-in visitors here. We would be willing to take about 50 of the brochures to see how they go in this office, but we don't have room for an easel. If you have ever been in our office, you may have noticed that we have a counter on the left side as you come in and this is where we spread out all the different materials that are available. There simply just is not room for an easel of any size, but if you would be willing to lay them on our counter, we would be happy to have them.

*Mary*



CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Roger Johnson, Electronic Services

*Addressed to*

*Subject* Rental of Pocket Pager

Per our discussion on renting a pager, I have received the enclosed information from Airsignal. As you can see, the State bid (which also includes local government) to lease one pocket pager is \$15 per month with no installation charge and can be commenced within two days.

Now, I have also checked with Bell Telephone and their lease/rental charge is \$16.50 per month with an installation charge of \$20 and a 10-day waiting period before beginning service.

At this point, I would suggest that it would be more feasible to rent the pager from Airsignal rather than from Bell Telephone.

Please review the enclosed information and then telephone me at 248-4519 so that we can rent the pager as soon as possible. We also need to know what line item the money would come out of so that we can check to see if we have sufficient funds.

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Bill Leonard, Auditor's Office

*Addressed to*

*Subject* Salary for Neighborhoods West/Northwest Coordinator

I have located the minutes of the early meetings of the Northwest Review Board. These include minutes for July 3, 1974, and notes of a meeting of January 24, 1975. The notes from the latter meeting show that the following motion was passed: That the salary for Susan Nelson should be \$750 a month plus medical insurance plus a six-month's increment of \$50 additional a month plus a travel allowance of \$25 if she is using her own car. Once this motion was passed, then the board moved to hire Susan Nelson and the vote was 7 to 0. Originally, the board had agreed to advertise the position at \$8,000 to \$10,000 depending on experience, and we calculated at the time that the \$750 a month plus a \$25 a month travel allowance would amount to \$9,300 a year. It was anticipated that she would receive the \$50 increment after six months and that this would raise the salary another \$600 to \$9,900 for a year. I believe that Susan began to work around the first of February and worked six or possibly seven months.


When Margaret was hired in August 1975, the Review Board decided to pay her \$800 a month or \$9,600 a year plus the travel allowance and medical insurance, in view of her greater experience. In other words, they awarded Margaret the increment that would have accrued to Susan if she had stayed. On February 18, 1976, the Review Board voted to raise Margaret's salary to \$5 an hour, and she began to take the increase in March 1976.

In July 1976, her salary was increased 7% by ordinance in line with the cost-of-living increases for City employees. The board wanted to raise her salary to be more equivalent to the North Portland Coordinator, but Council voted on 7% without hearing any arguments for parity. Since July 1976, Margaret's salary has been \$5.35 an hour, but I understand she has been taking \$5.30.

I hope that this will provide a sufficient amount of information for you, and if you have further questions, please do not hesitate to call me.

*Mary*

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

*From* Nick Fluge, Coordinator, College Work-Study Program   
*To* Mary Pedersen/Margaret Strachan  
*Addressed to* Neighborhood Associations  
*Subject* Portland State University CWSP Timesheets

Portland State University has recently requested that all College Work-Study participants follow several basic guidelines when completing student's timesheets. Please use the following instructions at the next PSU reporting period.

1. Review and sign timesheet making sure student has correct number of hours and has completed required sections.
2. Supervisor completes three areas at bottom of timesheet in top shaded section:
  - A. Account Number - 90 - 266 - 0002
  - B. Trans Code - This is undergraduate or graduate code (1503/1504). This can be found in upper left hand section of timesheet.
  - C. Inst Use - Three letter abbreviation for your bureau.

These are the only areas for departments to complete. All others remain blank.

Enclosed please find a sample timesheet.

Finally, it is necessary that I receive a copy of all timesheets. All CWSP students are allocated through BPS and the schools check with BPS regarding City CWSP employment. Therefore, if this office has no timesheet information on students it must consider them terminated.

If you have any questions please call me at 4157.

Thank you

**RECEIVED**

**FEB 18 1977**

# PORTLAND STATE UNIVERSITY CWSP STUDENT TIMESHEET

(PLEASE PRINT) LAST NAME	FIRST NAME	MIDDLE NAME	SOCIAL SECURITY NUMBER	PAY RATE	MONTH & YR.	DEPT. OR AGENCY NAME
SMITH	JOHN	D.	555-11111	3 <sup>00</sup> / <sub>hr</sub>	Feb-MAR 1977	CITY OF PORTLAND PARK Bureau

REPORTING PERIOD MUST BE FROM  
THE 16th TO THE FOLLOWING 15th.

## TIMESHEET DUE DATES:

Timesheets are due in the Payroll office on the 16th of each month or, the next working day of that month (in cases where the 16th is a weekend or holiday).

I am enrolled as an ☒ Undergraduate ☐ Graduate Student.  
(1503 Trans Code) (1504 Trans Code)

I certify that I am enrolled for 12 credit hours and that hours worked as indicated are correct.

John Smith  
Employee Signature

I certify that the hours shown are accurate and the time shown is properly chargeable to the designated accounts.

Mary Jones  
Department-Agency Head Signature

Day	Date	Hours	Day	Date	Hours	Day	Date	Hours	Day	Date	Hours	Day	Date	Hours
Mon			Mon	21	4	Mon	28	4	Mon	7	4	Mon	14	4
Tue			Tue	22	0	Tue	3/1	4	Tue	8	0	Tue	15	4
Wed	2/16	4	Wed	23	4	Wed	2	4	Wed	9	4	Wed		
Thur	17	2	Thur	24	4	Thur	3	4	Thur	10	4	Thur		
Fri	18	6	Fri	25	4	Fri	4	4	Fri	11	0	Fri		
Sat			Sat			Sat			Sat			Sat		
Sun			Sun			Sun			Sun			Sun		
Total		12	Total		16	Total		20	Total		12	Total		8

CWSP QUOTA	CWSP AWARD <u>1200</u>	EARNED TO DATE <u>804</u>	BALANCE LEFT <u>396</u>
(Must be completed by student)		Including this payroll	to earn

68

### INSTRUCTIONS FOR COMPLETING SHADED AREA BELOW:

UNITS: Must be expressed in decimals to the nearest tenth. Example - 50 hours is expressed as 50.0, and 50 3/4 hours is expressed as 50.8, etc.

ACCOUNT: Must be entered. If student is paid on more than one account, enter accounts only in shaded areas with the total number of hours listed for each account.

TRANS CODE: Use 1503 for undergraduate student and 1504 for graduate students. VAR DEPT and INST USE: Use only when applicable.

### DEPARTMENTS COMPLETE SHADED AREA BELOW

SAIF	UNITS	RATE	ACCOUNT	TRANS CODE	VAR DEPT	INST USE	CASH ACCT	CWSP CODE
DEPARTMENTAL OR AGENCY ACCT			90-266-0002	1503		PAR		
MATCHING FEDERAL ACCOUNT								
DEPARTMENTAL OR AGENCY ACCT								
MATCHING FEDERAL ACCOUNT								
DEPARTMENTAL OR AGENCY ACCT								
MATCHING FEDERAL ACCOUNT								
OVERTIME (Over 40 hrs Per Week)								

Mary

Mr. Eadie will let me know  
in about 10 days whether we  
need a public informational meeting,  
a mass mailing or just to continue  
to work through the neighborhood  
associations.

Bob Rector



CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

Date February 15, 1977

From Robert E. Rector *RER*  
Bureau of Street and Structural Engineering

To Mary Pedersen  
Bureau of Neighborhood Associations

Addressed to

Subject Information on SE Holgate Project for Release to Neighborhoods.

(2) The ~~City of Portland~~ Bureau of Street and Structural Engineering is working on preliminary engineering for a ~~Federal Aid Urban (FAU) project~~ on SE Holgate Boulevard between 17th and 28th Avenues. The major concern involves the replacement of the existing Holgate overpass of the Southern Pacific Transportation Company railroad tracks. This is an old structure which has deteriorated structurally to a point where it has little remaining useful life. Improvements to the existing bridge approaches and to Holgate within the project limits are also ~~contemplated~~. A temporary bypass route will be available north of the overpass.

*Access to SE 24th Avenue will probably be affected*

(3) Anyone wishing to comment or obtain further information about the project may call Robert E. Rector at 248-4273 or write to him at ~~City of Portland~~ Bureau of Street and Structural Engineering, 400 SW Sixth Avenue, Portland, Oregon 97204. A formal public hearing will also be held sometime this spring.

RER:jt

(1) Should the proposed replacement of the Holgate overpass be 2 lanes or 4 lanes? This is the ~~the~~ main question facing nearby SE neighborhoods.

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* Phil Eggert, Senior Accountant, Bureau of Water Works  
*Addressed to*  
*Subject* Vernon Tank Playground

Thanks very much for sending us a copy of your report on the meeting on January 17, held by the Sabin Community Association concerning the playground of the Vernon Tanks. It is interesting to note that the people at the meeting were all in favor of expanding the current children's play area, even though they were not in favor of opening it for a larger park. The feelings of the people who live immediately adjacent to the park must of course receive the greatest consideration, and I am happy to see that the Sabin Community Association tried to reach those people directly for the meeting with you.


We would like to compliment the Water Bureau and the Park Bureau for their joint effort on this project and for the cooperation which they are giving to the neighborhood and its residents.

A handwritten signature in cursive script, appearing to read "Mary", is written in dark ink.

cc Robert Hyle  
Ross Walker

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

January 20, 1977

*From* Water Bureau Manager, Robert Hyle   
*To* Office of Neighborhood Associations  
*Addressed to* City Coordinator, Mary Pedersen  
*Subject*

It appears that the one neighborhood request we received was not the consensus of opinion of the entire neighborhood.

The enclosed letter is self-explanatory and advises the situation as of the current date.

We will continue to work with the neighborhood and resolve their desires.

RH/mka  
Encl.  
cc: Dwight Nickerson

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)  
January 19, 1977



*From* Bureau of Water Works, Senior Accountant  
*To* Manager, Bureau of Water Works  
*Addressed to* Mr. Robert Hyle  
*Subject* Vernon Tank Playground

Dear Mr. Hyle:

I attended a meeting on Monday, January 17, 1977, held by the Sabin Community Association concerning the playground at the Vernon Tanks, located at N. E. 19th and Skidmore.

The Water Bureau had received a request in October, 1976 (Neighborhood Need Report No. 7187) that the area currently closed to recreation be opened for picnic area and general playground. The Water Bureau in turn requested that the Park Bureau prepare a plan based upon the neighborhood's desires. Apparently this request was initiated by only a few of the area's residents and had not been approved by the majority of the residents--especially those living directly across the street from the park.

The meeting was headed by Betty Walker, Co-Chairperson of the Association, and was attended by approximately twelve (12) neighbors. All but one person of those attending were not in favor of opening the area for a larger park. However, all were in favor of expanding the current children's play area, improving the equipment, installing a drinking fountain, and possibly installing a floodlight. With regard to expanding the current area, there is only about a 15-foot buffer between the play area and the house located at 1835 N. E. Skidmore and moving the fence closer would probably infringe upon their privacy. Also, the residents requested that the current fence between Water Bureau property and the houses located on 20th Street be replaced with a higher fence, about 6 feet high.

Ross Walker, from the Park Bureau, also attended the meeting and will get a new plan drawn up and submit to you for your records.

*Phil*  
Phil Eggert

PE/jr

cc: Office of Neighborhood Associations

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

July 18, 1977

From Mary C. Pedersen, Office of Neighborhood Associations

To Harold Vaughan, Municipal Stores

Addressed to

Subject Neighborhood Offices Billing

Lately there have been a few mix-ups about the billing from Municipal Stores for the Office of Neighborhood Associations. We have a somewhat complicated situation, so here is some information for your future use.

The Office of Neighborhood Associations works with five offices in the field. Three of these offices are on contract. This means that all the funds for the neighborhood offices are included in the contract which is administered by a citizens board. For the sake of Municipal Stores and the Print Shop, we have tried to make arrangements with these agencies so that the neighborhood offices may use the services, but we ask the agencies to bill the neighborhood offices directly. Each of them has a BUC code number for the sake of tracking costs here, but the agencies are requested to not make charges to their BUC code numbers. If a direct bill is a difficulty for you, please let us know. This would apply for the office in North Portland - Neighbors North, in Northwest Portland - Neighborhoods West/Northwest, and in Southeast - Southeast Uplift Office.

The Office of Neighborhood Associations also has two neighborhood field offices which are centrally administered. These offices can use a BUC number and be billed through the city's FMS system. These two offices are the Northeast Neighborhoods Office - BUC 34200050 and the Southwest Neighborhoods Office - BUC 34200025.

If you have any questions about this billing, please call Mary Pedersen at 248-4519.

/bb

cc Purchasing  
Distribution

*Mary*

*Any printing or distributions should be billed*



CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

July 1, 1977

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* Contracted Neighborhood Offices (Neighborhoods West/Northwest and  
Neighbors North)  
*Addressed to*  
*Subject* Pay Increases

*Mary*

Because of Council action during the Budget Hearings in April, the Coordinator's salaries at the Neighborhoods West/Northwest office and at the Neighbors North office will be equalized out to that of the Neighborhood Coordinator's salary set by the City Bureau of Personnel. This rate during the fiscal year 76-77 amounted to \$6.52 an hour. This increase is effective as of the first of July, 1977.

We anticipate that there will be a cost of living increase of 6.5%. The funds for this increase have not yet been appropriated by City Council, but when this action is taken, the raise will be retroactive to the first of July, 1977. The cost of living raise will apply to both the coordinators and the secretaries.

Please keep this memo in your files for review by the Auditors.

Memo

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

July 18, 1977

*From* Mary C. Pedersen, Office of Neighborhood Associations

*To* Harold Vaughan, Municipal Stores

*Addressed to*

*Subject* Neighborhood Offices Billing

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/bb

cc Purchasing  
Distribution

*Mary*

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

August 5, 1977

*From* W. Phillip McLauren, Director, Training & Employment Division  
*To* Mary Pederson, Director, Bureau of Neighborhood Associations  
*Addressed to*  
*Subject* PSE Transition Policy

At the July 28, 1977 Managers Forum Meeting, Ed Frankel presented the proposed PSE Transition Policy. This is to provide you with additional copies for your supervisory personnel or, in the event you were absent, to provide you with a draft. If you have any immediate questions or concerns, please give me a call.

It is our intention to submit the PSE Transition Policy to Council for their approval late this month or in early September. Therefore, it is important that your comments reach me as soon as possible.

My hope is to schedule a meeting during the early fall to discuss any concerns with In-City CETA in general.

bjt

cc: Ed Frankel  
Freddie Petett  
Dan Boggan

RECEIVED

AUG 08 1977

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

August 1, 1977

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Maurice Obenhaus, Property Control Warehouse

*Addressed to*

*Subject* Need of Additional Desk

*Mary*

The Office of Neighborhood Associations has a new staffperson located out of the Southeast Uplift Office, 4316 SE Hawthorne. At the present time, the staffperson is using a table, but would really like to have a desk. Originally, we had tentative promises of two desks, but both are now in use.

Would you kindly try to locate a desk for us? We will then arrange for transporting the desk from the warehouse by Central Services through Lauren Donaldson.

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

August 1, 1977

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Monica Little, Budget Office

*Addressed to*

*Mary*

*Subject* Cost of Living Increases for Neighborhood Contracts

Following your request, we have calculated the cost of living increases for the three neighborhood contracts established by City Council with neighborhood Boards.

Contract with North Portland Citizens Committee, Inc. - 34200041  
Coordinator at \$6.52 increases to \$6.94  
Secretary at \$3.42 increases to \$3.64

110 - \$874 + \$458 = \$1,332

170 - \$157 + \$ 82 = 239  
\$1,571

Contract with West/Northwest Neighborhood - 34200033  
Coordinator at \$6.52 increases to \$6.94  
Secretary at \$3.50 increases to \$3.73

110 - \$874 + \$368 = \$1,242

170 - \$157 + \$ 66 = 223  
\$1,465

Contract with Southeast Uplift Board, Inc. - 34200068  
Assistant Neighborhood Coordinator salary at \$4.52 increases to \$4.81

110 - \$603

170 - 109  
\$712

The total to be added to the budget of the Office of Neighborhood Associations is:

Object Code 110 = \$3,177  
" " 170 = 571  
\$3,748



NEIGHBORHOOD STANDARDS PROJECT

Susan B. Kerr, Project Manager  
Geoff Larkin, Staff Assistant  
Denise Edwards, Clerk II

625 Yeon Building  
522 S.W. Fifth Avenue  
Portland, Oregon 97204

Telephone  
(503) 248-4697  
(503) 248-4698

October 18, 1977

MEMO

TO: Mary Pedersen, Coordinator  
Office of Neighborhood Associations

FROM: Geoff Larkin, Staff Assistant  
Neighborhood Livability Project  
Office of Management Services

SUBJECT: Determining Conditions for Study

Thanks for your help last Monday. Both Susan and I now have a more accurate picture of the logistics involved in dealing with neighborhood associations, particularly the turn around time involved in getting responses to a questionnaire.

In order to stay within our time frame and still get a response as representative of the city as possible, we have opted for a phone survey. Jim Richardson is on loan to us from Commissioner Jordan's Office and brings a good deal of experience and expertise in survey techniques. Using trained volunteers we begin making calls early next week (we would like 500 responses). Members of our steering committee have offered to lend us a few folks to assist in the phoning and we hope to be done within a week, although that depends on the number of "volunteers" we're able to get.

The questionnaire itself has changed considerably since you last saw it, having been collapsed into thirteen categories versus the original list of fifty or sixty conditions. The sensitivity lost in collapsing the conditions will be regained in the pilot study when residents of target neighborhoods will be asked to rank the categories in a much more thorough manner. What the initial survey will provide is a ranking of conditions city-wide to be used for comparisons with each target neighborhood.

We feel that the survey will also help Portland avoid some of the problems you identified with the Savannah study, particularly the lack of citizen involvement in the project. In addition, it allows us to give different measures (conditions) different weightings, again as suggested by the Savannah staff.

Thanks again for your help and if you have any comments or questions please give me a call.

GL/de

RECEIVED

OCT 19 1977

*Called  
10-20-77.*

THE CITY OF  
**PORTLAND**



**OREGON**

DEPARTMENT OF  
PUBLIC SAFETY  
CHARLES JORDAN  
COMMISSIONER

OFFICE OF  
NEIGHBORHOOD  
ASSOCIATIONS  
MARY PEDERSEN  
COORDINATOR

1220 SW FIFTH AVE.  
PORTLAND, OR 97204  
503/248-4519

MEMO

TO: All Bureaus Receiving Neighborhood Need  
Reports  
Commissioner's Assistants  
Neighborhood Coordinators  
Budget Advisory Committee Chairmen

FROM: Mary C. Pedersen  
Patti Jacobsen  
Office of Neighborhood Associations

DATE: September 29, 1977

SUBJECT: Neighborhood Need Reports

The Office of Neighborhood Associations has been receiving need reports from the neighborhoods which are due on September 30. A few days are needed to prepare them for distribution to you.

We have made arrangements to use Room 106 on Friday, October 7 at 10:00 a.m. We hope that you will be able to participate. If not, please send someone to receive the information. At the meeting, we will distribute the need reports and ask you to check your list to be sure that you are receiving the ones that belong to your bureau. We will also discuss those which involve a coordination problem with more than one bureau.

Last year, the bureaus indicated interest in acknowledging need reports but found it difficult to do so. We have prepared a draft of an acknowledgement form for your to review. In addition, we have included a copy of the code which has evolved for tracking the requests. We would appreciate your ideas and comments on these two items before or at the meeting.

PJ/bb

Attachments

### AGENDA

1. Information about 1976 Need Reports.
2. Information about 1977 Need Reports.
3. Distribution of 1978 Need Reports.
4. Break. (Review and Correction of Bureau Lists.)
5. Discussion of Problem Need Reports Needing Coordination.
6. Discussion of Acknowledgement Forms and Tracking Code.

We are looking forward to seeing you there.

THE CITY OF  
**PORTLAND**



**OREGON**

ACKNOWLEDGEMENT OF  
NEIGHBORHOOD NEED REPORT

Date \_\_\_\_\_

TO: \_\_\_\_\_  
(Name of Contact)

\_\_\_\_\_  
(Neighborhood)

Your need report \_\_\_\_\_,  
(Titled)

\_\_\_\_\_, has been received by \_\_\_\_\_.  
(Number) (Bureau Name)

We would like to inform you that:

\_\_\_\_\_ 1. We are looking into this request and will respond to  
you by \_\_\_\_\_.  
(Date)

\_\_\_\_\_ 2. Please call us with clarification about the following:  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ 3. We would like to set up a meeting. Please call us at  
your convenience.

\_\_\_\_\_ 4. This request corresponds to more than one bureau. The  
other(s) is(are):  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ 5. Comments: \_\_\_\_\_  
\_\_\_\_\_

The contact person in the bureau is: Name \_\_\_\_\_

Phone \_\_\_\_\_

Thank you for your cooperation.

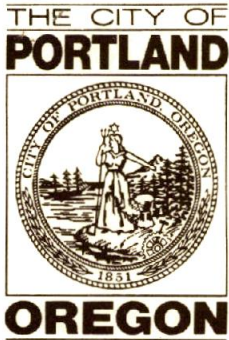
Bureau Chief \_\_\_\_\_

Address \_\_\_\_\_

CODING TYPE OF RESPONSE BY CITY BUREAU

- A. Work Completed.
- B. Approved for funding, work planned or in process (Approved for funding in Fiscal Year ending \_\_\_\_\_).
- C. Forwarded to Council with positive recommendation (Recommended Year).
- E. Bureaus low priority, will reconsider next year.
- F. Not forwarded or accepted for funding.
- G. Need satisfied by other means or change of circumstances.
- H. Pending funding or completion of another project (Estimated Year).
- L. Referred to L.I.D. Process.
- V. Referred to Volunteer.
- ? Status unclear or lost.





MEMORANDUM

October 12, 1977

GEORGE H. FLEERLAGE  
HEARINGS OFFICER

424 S.W. MAIN ST.  
PORTLAND, OR. 97204  
503/248-4594

TO: Mary Pedersen, Office of Neighborhood Associations  
FROM: George H. Fleerlage, Hearings Officer *ghf*  
SUBJECT: Neighborhood Need Reports

For the first time I'm receiving some of these reports. I am delighted to get them in order to have additional information as to what's on the minds of those in the neighborhood associations.

However, I fear that my direct involvement in them could lead to some problems. For instance, number 8121 submitted by the Montavilla Community In Action identifies as a need, "cessation of zone changes and property use changes as a result of Conditional Uses and Revocable Permits to properties adjacent to and those fronting on 82nd Avenue." I can sympathize with that as a general proposition. However, for me to get involved in working on it would leave me in a difficult position when someone, who would certainly have the right to, submits an application for just such a zone change or conditional use. I would then be in the position of having prejudged a particular matter.

Consequently, if you don't hear from me, I hope you won't think I'm just ignoring these matters or being unresponsive to them. I hope to continue receiving them and if there are some to which I feel I can respond without troubling the hearings process, I'll be glad to do so.

GHF:eb

October 21, 1977

Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
George Fleerlage, Hearings Officer

Neighborhood Need Reports

*Mary*

Thanks for your quick reply. I understand your concern about direct involvement in some of the need reports. It seems that in the case of Montavilla, however, No. 8121, that the request for the cessation of zone changes and property changes along 82nd Avenue is really a cry for help. Rather than suggesting that you be involved in this one directly, I would suggest that the Planning Bureau take a look at the possibility of doing a study along 82nd Avenue for a block or two in either direction as a way of responding to this request. We will send a copy of this memo to Frank Frost as a means of alerting him to this identified need.

cc Frank Frost  
Steve Dotterer  
Patti Jacobsen



September 7, 1977

Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

Cary Schaye, Assistant Coordinator, Southeast Uplift Office

Cost of Living Increase

*Mary*

Since the City Council voted on the contract with Southeast Uplift and the Portland Development Commission in July, there has been a 6.5% cost of living increase. The total funds added to the Southeast contract then is \$712, of which \$603 is entered into Line Item 110 for your salary, and \$109 is entered into the Line Item 170 for additional benefits. The overall effect of this increase is to raise your salary from \$4.51 to \$4.80, and this increase is retroactive to you beginning August 1, 1977 (your first day of employment).

You will note that your budget is funded in the amount of \$400 for capital equipment. The definition of capital equipment is any item over \$100, and according to the contract, these items shall be marked as City of Portland property. This money was placed into the budget with the intention of providing you with an adequate typewriter, and I hope the arrangements for this purchase are proceeding smoothly.

MCP/bb

cc Art Seto



THE CITY OF  
**PORTLAND**



**OREGON**

OFFICE OF  
PUBLIC SAFETY

CHARLES JORDAN  
COMMISSIONER

1220 S.W. FIFTH AVE.  
PORTLAND, OR. 97204  
503 248-4682

October 22, 1976

MEMORANDUM

TO: Mary Pedersen, Office of Neighborhood Association  
FROM: Peter Engbretson, RCF Coordinator *Peter*  
SUBJECT: Posting of Public Notices:  
November meetings of the RCF Licensing Board.

Mary, in November the Board will review programs operated by the ST. VINCENT DE PAUL RESIDENCE (relocation), WESTSIDE SCHOOL/BOUNDARY HOUSE (one location) and the ALCOHOLIC REHABILITATION ASSOCIATION (four locations, 3 in the same vicinity).

I'd appreciate it if you could have the enclosed public notices posted in the vicinities of the applicants' facilities. Seven notices are enclosed for St. Vincent's, seven for Westside, seven for the ARA facility on S.W. 14th, and ten for the three ARA facilities around S.E. 28th.

Thanks for your help.

PE/lf

Enclosures

RECEIVED  
OCT 27 1976

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Joy Stricker, Secretary, Southwest Neighborhood Office

*Addressed to*

*Subject* Distribution for Southwest Neighborhoods Mailings

Two sections of the guidelines are pertinent to the question about distributing Southwest Neighborhoods' newsletters:

C.1. "Each newsletter or flyer is allotted approximately 2¢ for distribution."

F.1. "The staff of ONA will be happy to discuss exceptions to these guidelines with neighborhood associations who have ideas about other ways of accomplishing the purposes stated at the beginning."

2. "The granting of exceptions will be based upon:
- a) Neighborhood justification of the need for an exception
  - b) Calculating costs equivalent to those in the guidelines stated here"

We have recently had requests from Bridlemile (on January 10th) and Homestead (January 12) for assistance with distributing their newsletters. Both have stated that they have difficulty getting them distributed by hand because of the hills in their area. Both have requested assistance with mailing. In other areas of the city, for example, in North and in Northwest, the neighborhoods have received non-profit status from the federal government and have been awarded a non-profit mailing permit from the Post Office. This makes it possible for our 2¢ allocation to cover the mailing of newsletters. As you tell me, Bridlemile is in the process of applying for non-profit status, and Homestead is about to consider whether or not they should be incorporated. In the meantime, they need some assistance with their mailings.

In light of these requests, I have authorized you to seek a bulk rate mailing permit for the use of the Southwest Neighborhoods on a temporary basis. By temporary I mean that I would like to see neighborhoods be eligible to get the non-profit mailing permits before this current bulk rate permit will run out in December of 1977. However, it will be advisable to retain the same limits on spending that another neighborhood would have for its distribution. If a neighborhood was sending out a newsletter monthly, then the allocation of 2¢ per month would amount to 24¢ per year for distribution. My suggestion is that each neighborhood



Memorandum to Joy Stricker  
January 14, 1977  
Page 2

in the Southwest area be limited to 24¢ per household per year. This figure is equivalent to what is allotted to other neighborhoods.

In view of the special difficulties of distribution, we will have to be flexible in allowing for the use of these distribution funds. For example, Peter Dehlinger of the Homestead area felt that it was more important to his group to have three total mailings a year than 12 hand distributions because hand distributions simply do not reach people up there and they are complaining. I urged him to look into the financial facts about the non-profit mailing permit and he was surprised to hear how much less expensive it is. In the case of Bridlemile, we are committed at this time to only one bulk rate mailing for the area. It is likely that they will pull together a mailing list of those who are interested and that further distributions will be based on that list. In any case, I think it would be wise if you calculate the number of households in the area and be sure that the neighborhood is informed what its financial allocations would be. Costs of addressing labels may be included as part of its allocation but will be deducted from the total amount which is left for distribution purposes.

You have indicated to me that Vermont also might be interested in doing an area-wide mailing as has Bridlemile. Since these are important and expensive mailings, it is important that their timing be related to either elections or some kind of reorganization effort of the area. I think it is also important to read each of the newsletters carefully that are being mailed on a permit which has been paid for by this office and to be sure that their editors receive a copy of the draft guidelines.

In sum, I think it is important for us to remain flexible in the use of these guidelines, but at the same time, I don't want us to set practices which would encourage neighborhoods to become dependent upon staff services. I think it is important to continue to urge them to become more independent, and one way to do this is to seek non-profit mailing permits. We can supply the information for the neighborhoods if they need it in order to receive the non-profit permits. If there are further questions about distribution from other neighborhoods, I would appreciate hearing about them and I will be notifying Commissioner Schwab of what we have been doing in this instance.

*Mary*

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Lauren Donaldson, Distribution

*Addressed to*

*Subject* Mail Pick Up at the Northeast Neighborhood Facility (at King School)

During the first part of this fiscal year, Edna Robertson has been picking up neighborhood newsletters and other printed items at the print shop. This has been a less expensive way to carry out the work rather than asking for a daily mail pick up. However, in view of the fact that Edna has a bad hip, and in view of the fact that there is quite a flight of stairs at the print shop, I would like to request that daily mail pick up to the King Neighborhood Facility be initiated immediately. As we have discussed, the cost for the rest of this year would be something under \$200. This seems to me to be much less expensive than paying a staff person while they are out because of an accident. I hope this will be convenient for your drivers and I know that Edna Robertson will appreciate it. *She would prefer the 4 pm. delivery.*

The BUC number for the Northeast Office is 34200050.

*Mary*

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Nancy West, Telephone Coordinator

*Addressed to*

*Subject* Northeast Office Telephone Dial-In Service

As we discussed on the telephone, it would be a great convenience for the Northeast Neighborhood Office to be able to put their telephone on forwarding if both the secretary and the coordinator are out of the office.

Would you kindly request the telephone company to place a dial-in call forwarding service on 248-4575 and on 248-4576?

The BUC number for that office is 34200050.

*Mary*



OFFICE OF  
NEIGHBORHOOD  
ASSOCIATIONS  
MARY PEDERSEN  
COORDINATOR  
1220 S.W. FIFTH AVE.  
PORTLAND, OREGON 97204  
503/248-4519

MEMO

TO: North Portland Citizens Committee  
Northwest District Association

FROM: Mary C. Pedersen, Coordinator,  
Office of Neighborhood Associations

DATE: January 12, 1977

SUBJECT: APPLE Exchange

The APPLE Exchange Program has received two small grants from the National Self-Help Resource Center. The first in the amount of \$2,000 is nearly all spent. The second grant in the amount of \$5,000 was placed in a savings account in August, 1976. For income tax purposes, this income should be reported to the Internal Revenue Service.

The first grant has been nearly all spent, and we shall have to ask Steve Johnson to indicate how much was spent for each of the two groups concerned. The second grant has earned \$82.66 in interest since it was placed in the First State Bank. For reporting purposes, it seems important to either hold the money in common, or to each report half of the funds. For the purposes of expending the funds, we shall need to be arranging for some kind of meeting in the near future.

In terms of developing forms and getting ready to open the exchange, Northwest seems to be a little further ahead. However, citizens of North Portland have recently come up with some excellent ideas of ways of using the APPLE Exchange. A meeting needs to be arranged to bring out some of these ideas and have a further discussion of them.

It is my hope that once North and Northwest Portland develop their different types of APPLE Exchanges, that we will be able to assist other neighborhoods to use one pattern or the other. In the long run, the skill exchanges seem to have great potential for self-help in the neighborhoods. Interest has been expressed by the Piedmont-Columbia Neighborhood and by the Richmond Neighborhood. Hopefully, we can have something ready to go by the spring.

cc Jerry Mounce  
Margaret Strachan  
Steve Johnson  
Ray Crerand  
Steve Roso  
National Self-Help Resource Center

*Mary*




CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

From Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
To City Treasury Division  
Addressed to  
Subject Reimbursement to the Treasury

The attached check reimburses the City for a previous transaction. In order to purchase some printed materials from the Public Service Materials Center in New York, I wrote a check and was reimbursed through Petty Cash. The letter and the check were returned to us stating that the forwarding address was unknown. Therefore, this check reimburses the City for funds which I received in the previous transaction. (8.95)

*Mary*

<b>MARY C. PEDERSEN</b> 2344 NW. JOHNSON 223-4013 PORTLAND, ORE. 97210		1364  1-7 1977 <span style="float: right;">24-166 1230</span>
PAY TO THE ORDER OF	<i>City Treasurer</i>	\$ <i>8.95</i>
	<i>Eight &amp;</i>	95 XX DOLLARS
 <b>PORTLAND MAIN OFFICE FIRST STATE BANK OF OREGON</b> PORTLAND, OREGON		
<i>Mary C. Pedersen</i>		
MEMO		
⑆ 1230 0166 21 31552 20 364		

DELUXE CHECK PRINTERS - 87 (C)



CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

September 16, 1976

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Doug Capps, Executive Assistant to the Mayor

*Addressed to*

*Subject* Coordinating Neighborhood Concerns

For the last few months, I have been attending the Managers Forum. This experience has been useful to understand what is happening on administrative matters, and to learn what to expect. The next step here is to translate understanding into solutions for some of the problems we have seen.

Something of this nature would be useful for neighborhood concerns. For example, quite a number of bureaus were involved with the problem of the bikers in Sunnyside. Coordination was on an adhoc, temporary basis. For another example, many HCD projects can be handled easily by one bureau, but some involve two or three bureaus, and we are seeing some difficulties in establishing just who the team leader is on these complicated projects.

For the last year or so, the "Agency Coordinating Committee" has been operating. The goal was to lead bureaus to a better understanding of each other's work, and to increase coordination. Wayne Potter has been chairing the ACC and has brought together quite a bit of information on who does what. Now that the information is together, attendance has been falling off.

Given the need for coordination, and seeing the potential use of the ACC, I want to propose the following changes. First, the ACC is too closely identified with one bureau (Bureau of Neighborhood Environment), as it would probably be just as closely identified with the bureau of any chairperson serving. Therefore, the chairship should rotate among bureau chiefs. The work itself should be shared out, with team leaders chosen for certain types of problems such as physical environment; social problems, neighborhood xyz problems, etc.

Second, the committee should meet on a regular once-a-month basis, with a prepared but flexible agenda. Its main work should be coordination rather than problem solving. I mean that during the meetings we should identify problems, and either 1) set up sub-committees to solve them and report back to the committee or 2) bring in a guest speaker who can act as a technical advisor to help us figure out how to solve the problem. Meeting times are too short to solve problems and anyway, most problems have to be worked at on-site with bureau staff, not in a meeting room.

Third, the committee should be composed of the bureau chiefs whose agencies work on neighborhood matters with the public on a day-to-day basis: BNE, Metro Human Relations, ONA, Planning, PDC, Police,

Memo to Doug Capps  
September 16, 1976  
Page 2

Parks, Animal Control, Buildings, Crime Prevention, Traffic Engineering, etc. Some Commissioners' staff people might be interested also. If the bureau chiefs themselves are on the committee, the committee will have some status, and any success it may have would lead to credibility. If people of bureau chief status are asked to meet together, they should be encouraged to choose their own chairperson.

Fourth, we should be sure the committee understands that its role is coordination, not policy making. Nor are we trying to set up a city manager system. Policy questions which are identified should be referred to Council, perhaps at an informal session, for further direction. The committee's name should reflect its coordinating work, which "Agency Coordinating Committee" does not do. Perhaps we could all consult on a more interesting and more easily understood name. (The Can-Do Team)

Fifth, the goal should be to reduce the crack between bureaus which some slippery neighborhood problems fall into. To evaluate the worth of the committee, the members should decide which needs to tackle first and keep track of our progress as we go along.

It probably won't be easy to get this committee up and running, but most of us would rather build some small steps than paper over the cracks.

Mary

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Jerry Mounce, Coordinator, Neighbors North Office

*Addressed to*

*Subject* Goals for the APPLE Exchange

*Mary*

An idea paper on the proposed APPLE Exchange for North Portland was distributed by mail prior to the Monday, November 8 meeting. Due to a slip up, these were sent third class and did not reach everyone in time for the meeting. The people who attended the meeting were Elizabeth Handler, Harry Willis, Cliff Nelson, Jerry Mounce, Mary Pedersen, Father Rankin, and Esther Michaels.

Elizabeth Handler saw the proposal as a chance for people to be helping each other. She pointed out that there was even a lack of a grocery store at Overlook, and that the older people had to go quite a distance to shop. The Board at Overlook House had discussed some kind of inventory of needs and resources in the Overlook area, but since this was not the Park Bureau's responsibility, nothing had become of the discussion.

Harry Willis saw the proposal to be very like a "friendly service". He raised questions about what the unions would think if people were doing work for each other. Someone else suggested that perhaps the unions wouldn't mind if no money was exchanged. For the future, someone needs to check with the unions. Harry also talked about notices on the bulletin boards at hardware stores and grocery stores. He emphasized how the hardware stores do already keep references for people who do work throughout the community, and he thought that evaluations of how well that work is done was an important part of the service that hardware stores provided.

Cliff Nelson felt very strongly that the PTA's of the public and parochial schools ought to be involved. Here are networks of people who know each other and who could be approached to see if they wanted to be a part of the APPLE Exchange.

There were a number of really good ideas discussed in the meeting, and here are some of them:

- 1) The normal person is slow to complain and so any kind of APPLE Exchange would need to do follow-up.
- 2) The service should serve single mothers with children, older people, and handicapped, particularly, although it should extend to as many people as want to do work for each other.
- 3) We talked about how to keep track of who gives services and who receives services. The discussion focused around the time used up in doing the job rather than the wages paid. People who receive services but are not called upon to give them could be viewed as owing hours of work or time to the APPLE Exchange or the "bank".
- 4) The people at the meeting thought that we should start small and gain experience, and keep the system on a personal basis. We discussed the possibility of asking the Overlook neighborhood to be a pilot project.

- 5) The APPLE Exchange should not be the employer for the work that people do for each other.
- 6) The services that people provide to each other shouldn't be free unless there is a great need. Some people would not be able to afford the time to work for someone else, but they may have items that they can swap, whether it be tools in the basement or jams that they have made. There was quite a bit of discussion about barter, bartering time, skills, work, and goods.
- 7) The exchange should be seen to provide the opportunity for teaching and learning, as well as trading and bartering.
- 8) Two things to look into are:
  - a) who is liable for misrepairs?
  - b) who will look into the union view on this proposed exchange?

Attached to the informal note about the November 8 meeting you will find a statement prepared by the APPLE Exchange in Northwest Portland at the November 4 meeting. These goals were originally written by Jean Pace and Jane Hodges from the Young Adult Ministry and they were revised by the people at the meeting including Sue Halupowski, Margaret Strachan, Shirley Mason, Steve Johnson, and Mary Pedersen.

## GOALS AND OBJECTIVES OF APPLE

### General Goals:

1. Increase neighborhood sharing and sense of community through connecting "informal neighborhood grapevines" and making them accessible.
2. Build awareness in residents of skills and goods they have to share.
3. Begin a respectful, reciprocal way to exchange goods, skills and services for residents who wish to share, trade, or barter.
4. Develop a process for making information about neighborhood resources available to people.

### Timing and Tasks:

1. Set goals for participation (how many do we want to have when we start? in six months? in one year?)
2. Develop questionnaire, survey form.
3. How and when will the project be evaluated and by whom?
4. How will people hear about APPLE? The how, where, and when of publicity. If workshops and presentations are used, who will design them? give them? solicit places to give them?
5. Set target dates for steps of implementation of APPLE. (or quotas, such as, we will begin the matching process when we have 500 information forms).
6. Choose a way to identify and organize data collected.



CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Marino B. Bual

*Addressed to*

*Subject* A Charge to Line Item 580 - Intra-fund Services

The Office of Neighborhood Associations cooperates with the Bureau of Planning to prepare the map of the boundaries adopted by neighborhood associations. We have usually shared the cost of these maps with the Bureau of Planning. This year, the charge for the maps printed in October came to \$81.00. The Office of Public Works charged this fee against line item 580 - Intra-fund Services. The Office of Neighborhood Associations does not carry funds in this line item, as we believed we would pay for these out of our printing services. Therefore we would like to transfer \$81.00 from line item 520 to line item 580 in order to cover this bill. This is the method of resolving the problem which I have been advised to take. If there is any problem with this, would you please notify me?

*Mary*

cc Commissioner Schwab

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Ellen Wood, Mayor's Office

*Addressed to*

*Subject* The Flower Box Letter

I have read over the two articles on the "Miracle of Flower Power". I think you were right to think that each neighborhood association should have the right to decide whether they think such a program would benefit their community. It is possible that it could be done more inexpensively by planting the flowers around the new trees which are going to be planted. In Northwest Portland, many merchants have planted flowers around the little trees planted three or four years ago. We are currently planning to plant some 2,000 trees in the inner Southeast and this might be a good time to present the idea for planting the flowers to the inner Southeast neighborhoods where this work will be going on.

Perhaps the people in the inner Southeast neighborhoods would prefer to think about growing rose bushes again in the parking strips, but the reason why they were originally taken out was to make it possible for people to get out of their cars without getting caught in the thorns. Planting flowers around the trees would make them more visible at night and would possibly help people to be more careful around them.

It would also be possible for the City to coordinate the purchase of flower boxes, or possibly the flower boxes could be made by the R.S.V.P. volunteers.

The question is, as usual, how to organize an effort like this. Perhaps we can have a chat about that, but it would seem that maybe a copy of Mrs. Haugen's letter plus the articles could be sent to: Southeast Uplift Board, the Northeast Coalition Board, the Neighborhoods West/Northwest office, and the Neighbors North office. It would seem to me that funds for this project could perhaps be put forward by the HCD program on a reimbursement basis. The key to making a program like this work is the involvement and the community pride which comes out of it. Since Portland is still in pretty good condition, and since many people have gardens, I would not expect the dramatic impact found in New York or Jersey City. Possibly the Youth Environmental Program could supply some work hours to plant flowers in areas where the neighborhoods want the effort, but I still think the major emphasis should be on involving the people themselves in doing the planting.



CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Douglas E. Butler, Office of Planning and Development

*Addressed to*

*Subject* HCD Hearings Advertisement

Thanks very much for remembering about the advertisement for the joint Planning Commission/Development Commission Hearing on the HCD. I have a couple of suggestions to make with regard to the appearance and content of the ad, and with regard to its placement in newspapers. On the whole, I would like us to upgrade the appearance and make the content more specific.

This year the City will be receiving about one-half million dollars less than in the previous year. So it seems to me that we should emphasize this fact a little, perhaps by rewording the headline. Somehow we should imply that we need to take special care in setting priorities because we are going to have less money next year.

One problem that we have always had with this ad is that it is too full of words, and it is perhaps unrealistic to expect people to get through all of this in its current form. Is there any possibility that, for example, we could reduce the size of the type where it says, "the money may be used for" and then take the space which is made available to put some graphic designs of houses or trees or parks. Second, we have always included a great deal of information about what is possible to do with the funds and what the goals of the Act are, but we have never been very specific about the staff recommendations which are up for a hearing. Would it not be helpful to people to place in the ad the general outline of what the staff is recommending for next year? If the staff is going to recommend continuing activities in all the neighborhoods which are currently funded, then perhaps we should simply state that. If the staff would like to recommend adding new neighborhoods or deleting existing neighborhoods, then I think we should state that too. Given the way the law is worded, people are entitled to know not only what the program can do, but what the intentions are. Third, in the wording for the proposed strategy in the housing assistance program, it talks about rehabilitation of owner-occupied and renter-occupied housing. I wonder if those two could not be placed together in one statement that would read, "Rehabilitation of Owner-occupied and Renter-occupied Housing". This would eliminate the appearance that owner-occupied housing has higher priority than renter-occupied housing as it is placed in the current listing. And by the way, the word commitment has only two t's not three.

Distribution of the Ad

In the first year, this ad was placed in the Community Press and it covered a full page. Last year, I believe it was placed in several smaller papers and the Community Press ad was roughly a half a page. This year, I believe we should place the ad in the following newspapers: the Sellwood Bee, the Foster-Eastport News, the Hollywood News, Portland Observer, St. John's Review, the Westside Neighbor, the Community Press, and the Portland Today. We might think about placing the ad in the Scribe because it would reach a different kind of low-income population. I would recommend that we should also place a

Memorandum to Douglas E. Butler  
November 30, 1976  
Page 2

shorter ad (possibly one which constitutes just a notice of the hearing and some brief information about directions) in the Oregonian and the Journal next to the space which they devote to notices about neighborhood meetings and the Council agenda on Mondays.

In sum, since we have to place an ad in the paper to give people adequate notice, it seems to me that we should use this as an opportunity to spread the word to people who haven't already heard about the program and to kindle interest in people who have known about the program but have not yet taken advantage of it. In order to accomplish this, we need to use fewer words but to make them more specific. In addition, we need to be sure that it reaches into neighborhoods all over the city so that we are not discriminating.

Thanks.

A handwritten signature in cursive script, appearing to read "Mary".

cc Pat LaCrosse  
Gary Stout  
Mike Henniger  
David Kottkamp

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* Erma Hepburn, Bureau of Human Resources  
*Addressed to*  
*Subject* Irving Park Reading Tree

The Neighborhood Need Report sent in by the Irving Park Reading Tree Council was first routed by us to the School District. In my discussion with Marlene Bayless, she suggested that I should contact Freddie Herbert who coordinates the Right to Read Program at the School District. I have sent a copy of the need report along to her, but it occurred to me that this might be the kind of need that the Bureau of Human Resources could also help with. As you can see, Betty Walker and Dan Herzog suggested that the Summer 70's or Youth Manpower Programs might be able to help with the program also. Perhaps Warren Fluker might also be interested in this proposal, but I would question whether or not young teenagers could help the little ones as much as some of the young adults. Warren has written to me and asked for a list of proposals which could possibly be carried out by the YEP Program, and I will be checking our master list to see which would fit into that program.

We would certainly appreciate anything that you could do to help us find some assistance and/or funding for the Irving Park Reading Tree. As you know, its credibility is fairly high in Northeast Portland and it seems to have helped a great many children. Possibly, we will need to put together a cooperative program between the Bureau of Human Resources and the Right to Read Program as this seems to be the kind of neighborhood need that we should be attempting to satisfy.

I would be very interested in your initial reaction to this proposal, and I hope you will be able to help with this.

*Mary*



CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

September 16, 1976

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* Gary Stout, OPD  
David Hunt, PDC  
Lyndon Musolf, HAP

*Mary*

Louis Proctor Jones visited with me today and showed me a copy of Salem's handbook on buying a home, which she wrote. She would like to revise this handbook for use in Portland as part of a housing counselling service. Enclosed is a copy of her resume.

I have a copy of the handbook which I would like to pass on to the team leader for our eventual housing referral service. Are there funds budgeted to begin working toward this service, or would it be possible to draw on contingencies?

cc Lois Proctor Jones

## RESUME'

Lois Proctor Jones  
18100 S.W. Pheasant Ct.  
Aloha, Oregon 97005  
Telephone 649-8416

Oregon resident 20 yrs  
Born Whidbey Is., Wash. 1926  
Widow, No children at home.

Employed last at Salem non-profit Housing, 840 Jefferson N.E.,  
Salem, Oregon. Project completed October 17, 1975.

Housing Counselor- Program Developer

Duties included:

Familiarization with current housing programs

Development of comprehensive group training curriculum

Development of a one to one counseling program

Development of records system

Coordination of program with effected agencies

Initiate liason between interested housing/financial agencies

In addition, I wrote a consumer information book for potential  
homebuyers. This book will be printed by the city of Salem.

While the counseling service was not limited to low income  
families, due to the nature of the work, most were low income.

1974 City of Portland. Housing assistance for low income, elderly.

1974. Housing and Urban Development. Internship Position  
Housing counseling. Portland Office, my supervisor, Mrs. Robinson.

1974. William Temple House Social Counseling This was an  
unpaid volunteer position, which afforded me good training.

1973. I made the decision to change the tenor of my work  
to client advocate, rather than the profit motive. Since that  
time, I have been studying and gaining on the job experience  
as a counselor. Prior to 1973, I worked as a real estate  
salesman, and developer. I owned and rented houses and land.

1953- 1957 Bookkeeping. General motors, Hadley systems,  
and retail and wholesale lumber.

Pre 1953 Retail credit and sales. During high school worked  
in restaurants.

# salem non-profit housing corporation

840 JEFFERSON STREET NORTHEAST

TELEPHONE 503/585-6193

SALEM, OREGON 97303

September 5, 1975

To Whom It May Concern:

Ms. Lois Proctor was hired as Housing Counselor/Program Developer by our Agency in April 1975. She was selected because of my personal knowledge of her overall attitude towards counseling, her knowledge of real estate and finances and her ability to work amicably both with staff and clients towards a common goal. Additionally the excellent recommendations of the Portland Area HUD staff certainly did her no harm in the selection process.

Her assignment was to revamp our existing counseling program (FHA/HUD approved) with major goals being, (1) Developing comprehensive group training curriculum, (2) Development of one-to-one counseling program, (3) Initiating liason between interested housing/financial agencies. All of this to be accomplished in a six month period.

Her finalized project, nearing completion, confirms our reasons for hiring her. It is a counseling program that should be used as a model for all counseling programs. Equally as important in my estimation is the way she went about gathering information, coordinating with agencies, one-to-one counseling, etc. All of this accomplished in a completely abrasive free mode of operation, which resulted in 100% cooperation from all.

I unhesitatingly recommend Ms. Proctor for any position related to counseling, knowing full well that the job will be accomplished in a professional manner, with the best possible results.

Sincerely,

  
S.L. Martinenko  
Director

SLM/jw

*Reference -  
Carolyn Robinson  
HUD, Portland.*

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* Ken Jones, Budget Officer  
*Addressed to*  
*Subject* Community Dispute Arbitration

In case you were wondering why I did not respond to your memo about the American Arbitration Association Training, the reason is that there were not materials attached to the memo which was sent to me.

Yesterday, I was talking with Kal Szekely and he showed me the copies of the materials which had been attached to his memo. I found them very interesting and would especially like to see some of the case studies which you have there.

*Mary*

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* Bill Oberhue, Street & Structural Engineering  
*Addressed to*  
*Subject* Coding for Neighborhood Need Reports

After talking with Tim Nolan and writing the attached article for the newsletter, I realized that two separate sets of information - feedback could be coded.

- I. CODING TYPE OF NEED (arranged by difficulty of funding)
  1. Fits within Operating Budget
  2. Fits within guidelines for bureau projects, must be funded by Council.
  3. Fits within long-range Capitol Improvement Program
  4. Does not fit within established guidelines, need study for possible funding by City Council.
  5. Does not meet technical or funding standards.
  6. Forwarded to state agency or other jurisdiction (county, federal government, Tri-Met, 4-C's, etc.)
- II. CODING TYPE OF RESPONSE BY CITY BUREAU
  - A. Work completed
  - B. Approved for funding, work planned or being planned
  - C. Forwarded to Council with positive recommendation
  - D. Forwarded to Council with no recommendation
  - E. Forwarded to Council with negative recommendation
  - F. Not forwarded or accepted for funding
  - G. Pending funding or completion of another project
  - H. Need satisfied by other means or change of circumstances
  - I. Status unclear or incomplete

Using this code or something similar, a project could move from C to B, to A, or from B to G, receive an F, or H, or get lost with I.

This was the type of code I originally conceived of, although I would have used graphic symbols. Letters are more of a set or system and easier to describe and use.

As for coding by type of need, do we have a use for that?

*Mary*



CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* J. David Hunt, Portland Development Commission  
*Addressed to*  
*Subject* Management Development Workshop

Thank you very much for your invitation to attend the Management Development Workshop for supervisory employees involved in the Housing and Community Development Program. I would be very happy to accept not only because I appreciate the skills of Mr. L. B. Day, Jr., but because it would be an opportunity to discuss some of our opportunities with other people who are involved in Housing and Community Development Programs.

In checking my schedule, I see that I will be responsible for one event on Tuesday and one event on Wednesday which I cannot reschedule. On Tuesday, October 26, from 11:00 a.m. until 2:00 p.m., I will be meeting with representatives from Sapporo. They have been especially interested in neighborhood groups and we have set up a small meeting for them. On Wednesday, October 27, from 5:15 p.m. until 6:45 p.m. or so, I am scheduled to meet with a group of people in Northwest Portland to discuss a skill bank.

If it is acceptable to you that I leave for these other sessions, please register me for the workshop.

*Mary*

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Staff People Working with Neighborhood Requests

*Addressed to*

*Subject* Neighborhood Need Reports

We have received over 200 Neighborhood Need Reports this year. In order to coordinate these reports better this year, the Office of Neighborhood Associations would like to invite you to a special meeting on Tuesday, October, from 9:30 a.m. until approximately 11:00 a.m. The meeting will be held at the Water Service Building, 510 SW Montgomery, Room 12 (upstairs next to the lunchroom).

The tentative agenda includes:

- 1) Distribution of Neighborhood Need Reports
- 2) Identification of items which may present a problem
- 3) Report on what happened to reports and requests from  
the last two years
- 4) Discussion of a tracking system for these reports

We hope that you will be able to attend this meeting, and perhaps we will be better able to follow each other's work in this way.

*Mary*

cc Art Barfield, Nick Barnett, Marlene Bayless, Dick Bellinger, Don Bergstrom, Doug Butler, Bill Farr, Ed Frankel, Jim Griffith, Dick Hofland, Annette Jolin, David Kottkamp, John Lang, Bill Lind, Mike Lindberg, David Lorenzen, Ron Maynard, Jeanne McCormick, Jim McKillip, Dwight Nickerson, Tim Nolan, Bill Oberhue, Chuck Olson, Wayne Potter, and Bob Rieck.

THE CITY OF  
**PORTLAND**



**OREGON**

OFFICE OF  
NEIGHBORHOOD  
ASSOCIATIONS  
MARY PEDERSEN  
COORDINATOR  
1220 S.W. FIFTH AVE.  
PORTLAND, OREGON 97204  
503/248-4519

October 7, 1976

MEMO

TO: Ken Jones  
Budget Officer

FROM: Mary C. Pedersen  
Coordinator, ONA

SUBJECT: Budget Advisory Committee Orientation

As you know, September is the busiest month for the Office of Neighborhood Associations, and this is the first chance I have had to respond to your memo. It was regrettable that you were out of town on September 25, but the situation is not hopeless.

In researching the evaluation of the Budget Advisory Committees, we learned that several people thought our initiation was too technical. I also realized that there are three types of orientation: on the budget process, on the bureau (usually done by the bureau), and on the specialized materials of the budget. We sent you a folder with the materials we distributed on September 25, and as you can see, they are pretty general. I developed the flow chart, but it is a first draft and can be revised now or next year as needed.

This year, one-third of the returning committee members and one-half of the newly appointed members attended the orientation. They spoke very favorably of Mike White's presentation and there were no problems with the "veracity" of the information.

The volunteers also appreciated the advice of Ian McKechnie and Joan Smith. They seem to have taken their advice about timing seriously, because many of the committees are already meeting. Perhaps this eagerness to get started is reinforced by the members' belief that last year they had too little time to do their work.

In order to learn about the specialized budget information, the citizens asked us to schedule an evening with you as soon as the budget manual is ready. Perhaps we could hold a lunchtime session as well, since giving two alternative times worked well during the evaluation process. Several of the chairpersons would like to be notified when the Council holds its discussion of the budget process for this year. Some felt that this information should be ready earlier, but seemed content to start without it.

Memo to Ken Jones  
October 7, 1976  
Page 2

Attached you will find the summary and recommendations from the evaluation. The full study is still being typed. In my view, an overly negative opinion of the Budget Advisory Committees is not warranted. Two or three of them have produced policy changes, and nearly all of them have brought about changes in bureau programs and priorities. In some cases, the committee members were better prepared to cite their accomplishments than were the bureau chiefs, but the bureau officials were not all negative in their opinions either.

Nearly all of those interviewed had suggestions for improving the process; those which apply to all committees are included in the recommendations. Since the Office of Neighborhood Associations is not undergoing hearings on its existence this fall, we should have the time to monitor the progress of the committees more closely. I believe that I did consult with you more than once during the evaluation, along with 21 other bureau officials and 21 citizens. The time chart and the recommendations are the result of those consultations. Other suggestions you have on these materials or on the process in general will be welcome.

MCP/bb

Enclosures

*Mary*

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* Mike Huff, Central Services  
*Addressed to*  
*Subject*

The following people are authorized to sign for printing through the Office of Neighborhood Associations:

Downtown Office - - Laura Taylor  
Betty Bauman  
Mary Pedersen  
  
Northeast Office - Edna Robertson  
Gail Myers  
  
Southwest Office - Joy Stricker

The personnel in the Neighbors North Office and in the Neighborhoods West/Northwest Office have made separate arrangements with Central Services for direct billing.

Questions about who is authorized to sign their print orders should be directed to Jerry Mounce in the Neighbors North Office and to Margaret Strachan in the Neighborhoods West/Northwest Office.

*Mary*



CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Gary Stout  
Ernie Bonner  
Dennis Wilde  
Art Barfield  
Alan Fox  
Bob Tobin

Aaron Scarl from Northwest Portland brought in this copy of the Brighton Neighborhood Improvement Plan, produced by the Department of Community Development, Office of Neighborhood Planning in Seattle. He thought that this was a good example of a well-produced and inclusive brochure.

Would you please read this and then pass it on to the next person on the list?

Mary

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* Mike Lindberg, Public Works Administrator  
*Addressed to*  
*Subject* A Suggestion from Corbett-Terwilliger

On Thursday, September 16, a group of staff people met with three representatives of the Corbett-Terwilliger neighborhood and the subject was the procedure for submitting budget requests to the city. A couple of good ideas surfaced and I thought you would be interested in these.

The first suggestion was that we should develop some technique for tracking a budget request through the city bureaus in a manner similar to the evaluation process that the Portland Development Commission has put together. As you know, a goodly number of requests go into bureaus in public works, but they are not funded by HCD money and it is really difficult for the neighborhood to keep up with them. The neighborhood did not ask for this to be done every month, so possibly a quarterly follow-up would be sufficient. It has not been easy to collect up the information on the 205 projects that have been submitted during the last two years. I still don't feel that I have a really good handle on where all those projects are, but I think I can safely say that 44% have seen some kind of action to get them going. 27% have received no action at all, and another 23% are in limbo somewhere with status unknown. A final 6% met with opposition in the neighborhood or were overtaken by later turns of events. When Corbett-Terwilliger asked me to tell them the fate of their projects, I found that what I knew was really pretty sketchy, just about enough to code the projects into one or another of the categories. I really could not say how far along any of the accepted projects had proceeded. This might be something that we would want to plan in combination with some of the other bureaus.

The second idea has to do with street maintenance. Some of the streets in Corbett-Terwilliger were repaved this summer, possibly as part of a regular maintenance program. It was a little embarrassing to one woman who has been very active in the neighborhood to find that her street got paved without any request from her, while meantime several streets which had been requested for paving were not done. So the neighborhood is curious to know what are the standards according to which street maintenance decisions are made. They also would like to know if it is possible for them to receive some kind of a notice prior to the start of the season in which the repaving would be done.

It is possible that these two topics are ones that could be discussed with the Public Works Advisory Committee. We at the Office of Neighborhood Associations would be happy to help in any way that we can with either of these suggestions, so if there is something that we can do, please let us know.

*Mary*

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* Freddye Petett, Administrative Assistant, Mayor's Office  
*Addressed to*  
*Subject* Enclosures in City Water Bills

We investigated the possibility of including some items in the City water bills. For this bureau, the cost would probably be prohibitive. Molly Weinstein wanted to include information about "who to call in City Hall" in the water bills, and what she found was: 1) She would be obliged to pay for the printing of a large, large number of brochures, and 2) She would have to pay for stuffing the information into the envelopes. These two costs together were prohibitive. So, it's not exactly accurate to call these "free messages".

Other cities do use the utility bill mailings for information, and they feel that it is more direct and less expensive than other means of proceeding. One official at the Water Bureau suggested that perhaps what we can do is print a short message on the outside of the envelope at the same time that the return address is printed on it. Then we would not have to stuff information and it would be as cheap as the mailings are now. This is something that we might be thinking about investigating.

I don't really know who's responsibility it would be to decide what message to print on the outside of an envelope. And possibly this is something that should be decided by either the Manager's Forum or the Mayor.

cc William G. Todd, Safety Officer

*Mary*

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* Marc Kelley, Intergovernmental Coordinator

*Addressed to*

*Subject* National Neighborhood Policy Act

S. 3554 is a bill which has been mentioned in the newsletter of the Alliance for Neighborhood Government. Apparently, some people back there on the East Coast were involved in drafting the bill. It seems to me that they have done their work well because all of the subjects that one might wish to include seem already to be included.

One could question the value of a national commission who can work for only two years. If our experience at getting LCDC started on the State level is any indication at all, it would take at least a year for the commission to get going. That would leave only one year to take testimony and write a report. So I guess the question really is: When does the two-year period start running?

It would be very interesting to have some of the neighborhood corporations in Portland evaluating the program that the city of Portland is fielding. So far, we have been evaluated by the League of Women Voters and by the NAACP. What neighborhood evaluation there has been has been catch-as-catch-can.

There are a number of other activities like this bill being started on a national level. I would mention the effort to bring some pressure on the Bureau of Census to begin collecting data according to neighborhood boundaries, which might mean some shift in census tract boundaries. Possibly a national commission could also influence the Census Bureau and other bureaus like that on the Federal level.

You may be interested to know that my appraisal of Portland's situation is that there are cities which are ahead of Portland in planning with neighborhoods; there are cities which have more highly-developed neighborhood programs such as Kansas City; there are cities which have much more highly-developed structures to work with the block grant from Housing and Community Development. Portland is the only city that I know of that seems to have worked all of these elements together into an integrated program. But where Portland is ahead of other cities is in the Budget Review Process. I encountered no other cities at the First National Conference on Neighborhood Councils which had worked out budget review ~~processing~~ task forces or advisory budget committees meeting with bureaus. This might be an interesting angle from which to approach applications for any funds which might become available.

CC: MAS.

*Mary*

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* Marc Kelley, Intergovernmental Coordinator *for*  
*Addressed to*  
*Subject* National Neighborhood Policy Act

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cc MAS

Mary



CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

July 26, 1976

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* Steve Bowles, Civil Service  
*Addressed to*  
*Subject* Change of Pay Rate for Part-Time Workers

Following our telephone conversation, the Office of Neighborhood Associations will be reducing its part-time assistants from three to two. Up until this point, the part-timers have been paid according to the following rate:

Sally Gay	Neighborhood Coordinator	\$5.55
Patti Jacobsen	Staff Assistant	\$3.83
Laura Taylor	Clerk Typist	\$3.19

Sally Gay is currently involved in the evaluation of the budget process and has been working an average of about eight hours per week. When that evaluation is finished, during the second week of August, her work here will be finished.

I have asked Patti Jacobsen to coordinate the budget task forces and I would like to increase her pay as a staff assistant from \$3.83 per hour to \$5.00 per hour. The work that Patti was doing - coordination with the local weekly newspapers - has been transferred to Laura Taylor. I would like to reclassify Laura Taylor as a staff assistant and pay her the minimal rate for that position. I cannot make these changes until I know what the minimal rate for the staff assistant is, but I would like the changes to be effective as of the first of July. In the long run, this change will save us dollars in the line item for part-time workers. Effective immediately, it classifies the part-timers as staff assistants rather than as neighborhood coordinators.

*Mary*

cc Commissioner Schwab

CITY OF PORTLAND  
**INTER-OFFICE CORRESPONDENCE**  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations  
*To* People who are Involved in Neighborhood Associations  
*Addressed to*  
*Subject* Guidelines for the Office of Neighborhood Associations

Enclosed you will find a copy of a draft of guidelines for the work of the Office of Neighborhood Associations. These guidelines have been reviewed by the City Attorney's office. We are now distributing them to people who have been active in neighborhood associations, particularly those who have worked with newsletters, to receive your responses.

Please note that these guidelines are stamped "DRAFT" and we are happy to receive suggestions about how they can be approved. Please note that these guidelines are concerned with the relationship between the Office of Neighborhood Associations and the neighborhoods we serve. Therefore, the neighborhoods in Southeast served by PACT and Southeast Uplift will probably not have a direct interest in the guidelines. However, we are circulating this draft to Southeast neighborhoods because of their continued interest.

Please call us with any suggestions at 248-4519 or write us a note. Thank you very much for any time that you can spend with these guidelines.

*Mary*

CITY OF PORTLAND  
INTER-OFFICE CORRESPONDENCE  
(NOT FOR MAILING)

*From* Mary C. Pedersen, Coordinator, Office of Neighborhood Associations

*To* ONA Staff Members

*Addressed to*

*Subject* Logging and Keeping Track of ONA Work (for staff meeting on Friday, October 29)

Laura, Betty and I talked about performance indicators as we were tallying our work for the first quarter. We thought it might help if we shared our views in writing.

We keep a mail log of all the materials that we mail out and those which are sent to us. It was relatively easy to go through the log pages and score them.

Mailing a Neighborhood Presidents List	- I & R
Notifying people of Budget Advisory	
Committee meetings by mailing an	
application	- Notification
Writing a letter with specific answers	
to research questions	- Service

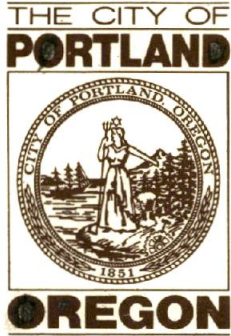
Then we used our desk logs for phone calls and visitors. We wrote out the definitions we used to code these, and finally we prepared a tally form to simplify reporting. Betty then typed out the form so that it leaves room to tally the indicators (or multiply a sample), then write in subtotals and totals.

Please review this form and our mail log page for our meeting on Friday at 11:00 a.m. in Room 413, City Hall.

If you like the forms or amend them, then we can use them to experiment with on the second quarter figures. The second quarter runs from September 16 to December 8. Work indicators are due December 15, so I can compile the information before going away on December 21.

Does anyone have a good suggestion about where to treat Joy for her birthday (also Friday)?

*Mary*



MEMORANDUM

OFFICE OF  
PLANNING AND DEVELOPMENT  
GARY E. STOUT  
ADMINISTRATOR

1220 S.W. FIFTH AVE.  
PORTLAND, OR. 97204

To: Mary Pedersen *JP*  
From: Gary Stout  
Date: September 23, 1976  
Subj: Your September 6th Question

Let me respond to your questions out of order. There are no funds budgeted to begin working toward a housing referral service. Also, at this point any draw upon contingencies would involve a Council decision, and a few problems. Let me explain.

We have recently done some research on the Housing resources in Portland. I have enclosed an advanced copy for your review. (It is not ready for release as yet.) This handbook of available resources is designed to be used by major social agencies, OONA, Commissioners, Congressmen's Offices, etc.

We have identified several agencies that do housing referral directly. In addition to that, we also found that every major social agency in the City has developed their own housing referral system...but those are secondary systems in that they tend to rely on the services that we have identified that do direct referral.

It is apparent that a great deal of money and effort is being wasted on essentially duplicative and overlapping referral services now operating in the area; hence, it is my guesstimate that the Council would not be willing to fund additional resources in this area until the existing system is somewhat straightened out.

As we were doing the housing resources manual, we found that the Tri-County Community Council (which provides funding to most of these social agencies) also has become concerned about the level of resources being devoted to redundant and inefficient housing referral and has decided to initiate a study of existing systems to see if some better system can be proposed and implemented

The resume of Lois Jones appears interesting: perhaps she might be in a position to offer her services to the Tri-County Community Council study?

GES/g1

cc: Dave Hunt, Lyn Musolf, Doug Capps

*called Bruce Stanley  
9.30.76  
Dick Smeeds  
Interim  
I & R - Director.*





NEIL GOLDSCHMIDT, MAYOR

OFFICE OF  
MANAGEMENT SERVICES  
DANIEL BOGGAN, JR.  
DIRECTOR

BUREAU OF  
FINANCIAL AFFAIRS

BUREAU OF  
MANAGEMENT & BUDGET

BUREAU OF PERSONNEL

1220 S.W. FIFTH AVE.  
PORTLAND, ORE. 97204  
503/248-4039

November 1, 1976

MEMO

TO: Mary Pedersen,  
Office of Neighborhood Associations

FROM: Daniel Boggan, Jr., Director *DBh.*  
Office of Management Services

SUBJECT: Intern Program

We are sending you a questionnaire regarding a potential Intern Program. These are answers which are needed to match the needs of the bureaus with those of the students.

1. What would you expect from an Intern Program? How could it assist you in your existing or proposed work program of the bureau?
2. Can you allow the participant to be out of the office in attending classes? How many hours will be acceptable?
3. Who would supervise the intern in getting maximum benefit from the program -- for the city and the participant?
4. What core field or major subjects would you want the candidate to be studying; e.g., engineering, accounting, finance, or management?
5. Would you prefer a graduate or undergraduate intern?
6. The projects you identify should fit with the candidates' background, talent, and, especially, with their aspiration. On which projects would you be using an intern?

Please advise me if you are interested in this program -- and let me know how many interns you could use in your bureau.

DB:PH:ht

RECEIVED

NOV 02 1976



THE CITY OF  
**PORTLAND**



**OREGON**

OFFICE OF  
THE MAYOR

NEIL GOLDSCHMIDT  
MAYOR

1220 S. W. FIFTH AVE.  
PORTLAND, OR. 97204  
503 248-4120

MEMORANDUM

Date: October 8, 1976

To: Planning & Development, Gary Stout  
Bureau of Parks, Dale Christiansen  
Public Works, Mike Lindberg  
Office of Neighborhood Assn., Mary Pedersen ✓  
Portland Development Comm., Chuck Olson  
Bureau of Traffic Eng., Don Bergstrom  
Community Gardens Program, Leslie Pohl

From: Neil Goldschmidt via Jeff White jw.

Subject: Maintenance of Community Improvement Areas  
e.g., traffic diverters, mini-parks,  
neighborhood malls

It has come to the attention of this office that a number of community improvement areas have been receiving irregular and/or incomplete maintenance. The following areas are particularly troublesome:

Traffic Diverter	N.E. 16th & Tillamook
Traffic Diverter	N.E. 17th & Thompson
N.E. Klickitat Mall	Near Irving Park
Mini-Park	N.E. 13th & Holman

My understanding is that the structural components of traffic diverters are being maintained on an emergency request basis by Public Works. I further understand that, occasionally, the Park Bureau has been called upon to rescue a tree or shrub in danger. But many of these areas still remain eyesores since they are not regularly weeded, pruned, or patrolled and minor repair problems (such as missing reflectors) go unrepaired until a major problem exists.

The reason for this is that there is no agency or bureau clearly responsible for maintaining community improvement areas. Since several neighborhoods desire and are planning more community improvements, this problem is likely to grow unless a clear responsibility for maintenance is established.

RECEIVED

OCT 13 1976

Page Two

My hope in writing this memo is that a method for handling the maintenance of these areas might be generated. The suggested solutions to this which I have generated -- which may or may not be feasible -- follow:

1. Stanton Yard could handle the routine structural maintenance on a regular patrol and inspect basis.
2. The Park Bureau could maintain the landscaping.
3. The City might enter into a contractual arrangement with the specific neighborhood associations to maintain the landscaping.
4. The Park Bureau, through the Community Gardens project, might assign citizens to maintain the shrubbery and trees in these areas.

Please react to these suggestions and forward any alternate suggestions to this office at your earliest convenience, but in any case please respond before November 6, 1976.

NG:jwc

THE CITY OF  
**PORTLAND**



**OREGON**

NEIGHBORHOOD  
ENVIRONMENT

2040 S.E. POWELL BLVD.  
PORTLAND, OR. 97202  
503/248-4465

October 15, 1976

From: Wayne R. Potter, Coordinator, Bureau of Neighborhood Environment

To: Ernie Bonner, Bureau of Planning  
Nick Barnett, Metropolitan Human Relations Commission  
Mary Pederson, Office of Neighborhood Associations  
Annette Jolin, Police Bureau

*WRP Potter*

Subject: Agency Coordinating Committee Sub-Committee on Purpose and Goals Statement

At the last Agency Coordinating Committee meeting on October 7, 1976, I discussed the need to establish a purpose and goals statement for this group. Would you meet with me on October 25, 1976 at the BNE offices at 9:00 a.m. to discuss a statement of purpose and initial goals? If you can't come, could you have someone else come in your place? Let me know your ability to come to the meeting. I want a preliminary report for the ACC in early November. Because of some scheduling problems I'm going to suggest that the ACC meeting be held on November 9, Tuesday, at 9:00 am in room 402 of City Hall.

So that you can see where I'm coming from, I'm enclosing a draft of the Statement of Purpose and Goals for 1977-78. You'll want to take your own stab at this and develop an outline that can be shared at the meeting. I'm also going to enclose a copy of some activities which I called 1975-76 goals and, a review of 1975-76 activities and an article outlining indicators used to measure city livability. The article provides an idea about what we could be doing in terms of the city of Portland.

WRP/vas

RECEIVED

OCT 19 1976