

Mary Peterson from Portland, She has a very interesting and wide back ground. Academically oriented has a PHD from Yale in political science and has taught at Reed College in Portland, and she became very active in citizen participation. For the last six years she has been the doordinator of the office of Neighborhood Associations of the City of Portland, and some of you may know that the last several years she was the coordinator in 1978 of the National Convention of the National Association of Neighborhood Councils. So I would like to introduce Mary Catherine Peterson.

Good Morning and thank you for invituing us here, and I would like to share a little bit about what we have been doing in Portland. It is difficult to do that in 15 minutes so I will just touch on some highlights and then later you can ask me specific questions. Portland has always been a very civic minded place. There have been actually three ways of neighborhood organizing in Portland. (1) Was around the 1920's when the first zoning plan was adopted. (2) Was during the thirties when the depression and there was so much juvenile delinquency and there was organizing then of 16 neighborhood councils who worked to provide better recreational facilities for the teen agers. But this we got started in the late sixties, and I will say there are probably two main reasons that rouched those off...they both stemmed from problems the neighborhoods realized that they needed to organize in order to counter tendancies they didn't like at all. The first was ...the planning of the freeway system for Portland which would have drawn and quartered quite a number of neighborhoods--about 15 probably. The end result of that was to _____ the need of one of those freeways will be built. Instead some planning ensued and as a result a very important arterial improvements will be made which will better serve the industrial district than the freeways would have had in the first place. In one case and the other case there will be a light rail system built to service suburban towns. & So it wasn't just the negative organizing there. The second problem that caused us a great deal of organization was the problems of zoning and changes in the housing structures which felt would have brought about the deterioration of living quality of some neighborhoods. So they organized to get some planning going and the city put up the funding for that and worked together and eventually to make the plans were adopted. A few years ago a survey was done as part of our comprehensive planning efforts. In the survey people were asked what they thought were the major concerns in Portland, housing was still No. 1, but there has been a great deal of work done on the housing. Briefly I'll touch on two things.

(1) The city adopted a housing policy with six points in it. This was done with the cooperation of the neighborhood people and as a result of that at one of the hearings, one of the people from the N.E. came in, N.E. is our intergrated part of town, they testified that there were 140 houses sitting there that were not being used. They thought that this was a very bad situation for the city. The city went out and took a look and it did look like 140 houses, to everybody's surprize. So they adopted a change in the law, which said. That if a house was not in use, the owner would be given six months leave time notice, asked to do something about that. He was to rehabilitate it or sell it

to rehabilitate it. If at the end of that time nothing was done, the city changed it's law, they will condemn the house but not to have it torn down, but to purchase it and have it rehabilitated, put back on the market or else, some of them will be put into such as a leased housing program. So this has gotten off the ground, actually what happened was the landlords started selling like mad... They don't want the city to get it. It doesn't make any difference to us, that is a lot of work for the city to do, better to keep it in the private market if possible, that those houses went back into use.

(2) The second thing I wanted to touch on in the housing field is the neighborhood in N.W, which is the most densely populated neighborhood, and they and they formed a non-Profit housing corporation called N.W. Housing, Inc. The tearing down of houses has stopped in the NW, but now what we see beginning to happen is that some apartment buildings which have always been used by seniors and students of low income housing are beginning to be converted to condominiums. Well that is fine for the middle class, but it's not going to do anything for the seniors and the students. We have three senior building in the neighborhood, but we could probably use another one. In the meantime the neighborhood has become very concerned about what to do about that, and they saved a few houses that would have been torn down. Now they are working on converting some older apartment buildings to cooperative housing. So ^{market} ~~much~~ of that in Portland right now and they are starting from ground zero on that and they don't have the confidence of the bankers yet so they are working to make a grand _____ to pull that off and their first project is in the works. It will have to be done with private money there is no other way around it. So those are the two things I want to highlight most recently that are going in housing in Portland. I think the second thing that the survey shows that people were very concerned about was neighborhood safety. What we see here is definition of community development that started out needing save the housing and it is now spreading out to mean a total environmental quality in the neighborhood. So the city is not prepared to tell a neighborhood how it should be preserving itself so the importance of these things coming out of the neighborhood they come to the city and say. "Look, we've got to do something about the crime problem we have in this neighborhood". So the city went and ~~EM~~ received a grant from the federal government from L.E.A.A. to do crime prevention programs, and as soon as they got out in the neighborhoods and started working they discovered that there was a tremendous amount of volunteer enthusiasm that could be channeled into constructive programs. The first thing that happened all of a sudden, came out of an assault problem, is some young people were being assaulted on the way home from school, grabbed and taken into a back alley somewhere. The end result of that was called the Buckman Safety Network, and what the Buckman neighborhood did was recruit at least $\frac{1}{2}$ of every block. They recruited over 30 volunteers. In over a single Saturday they went out and canvassed the whole neighborhood looking for the house where people would agree to be the block home, and they went back and held a crime prevention meeting in each of those block homes and organized that particular area right around there. So that the kids know what when they are on the way home from school, if they have a problem,

be Sect. of Transportation. (Now we are coming into a question and answer period and some man starts speaking)

whether it is safety or health or what ever the heck it is that there is somebody home at that house at that time and they can _____ that by the little sign in the window. The end result of that was that everybody thought it was a terrific phoenominal, it was on television and so forth. So then the neighborhoods got them selves together and formed what is called the City Wide Program Policy Board. It's our first city-wide effort as a joint effort and they went to L.E.A.A. and got some funds, \$250,000 to organize _____ city-wide, and that is underway right now. They've got seven projectsx underway. I think that that has the potential of getting into other areas of community development, but for right now safety was the problem. ~~XX~~ The third area which didn't score very high is the survey of what turned out to be one of those thing that enlightens _____ for everybody is economic development, and this _____ the neighborhoods work with the city, using community development funds by the way for commercial revitalization. Now there have been some efforts in the past where the business districts pulled themselves together, identified ^A problems and when to do something about it. For example, in the Sellwood neighborhood, they _____ had a parking problem down here, and in order to save that area they had to do something about it, so they bought a lot, and it became a ~~XX~~ parking lot for that neighborhood, subsequently they leased another one that turned out to be successful. But the St. John's neighborhood has bigger ideas, they set in N. Portland, right out on the end of the peninsula, surrounded by industrial districts, the most beautiful bridge connecting the east and the west parts of the city, over the Willamette River. They decided that they not only wanted commercial revitalization they were doing everything at once. _____ Crime prevention, running their wenior senator they were running their youth services center. This is a working class neighborhood, I tell you it is just a phoenominal place to be. Third generation St. John's people, so they got a urban reinvestment taskforce ^{EAANT} group, which was one of the HUD experimental _____ a few years ago, and with that they did some planning. I wanted to point out to you what made that work, not what worked, but made it work, was they studied the organization, the informal social organization of the business people in this district. What they discovered was around 7:30 in the morning, most mornings, most of the business people floated to this particular little place to get their coffee. That became the meeting place and at 7:30 on Thursday mornings, every single week, there was a meeting going on. You could float through and get your coffee and sit down put in your two cents and then split to go back to your work, whatever that had to be. You didn't have to come every week because things moved slowly but you could really be in touch with what was going on. That wasn't the only th thing ~~XXXXXXXX~~ they did. They pulled together these business organizations, there were three or four of them, and instead of picking one to work with, which would have been devicive, they formed together The Saint John's Improvement Association. So the Boosters and the Optomists and Seraph _____ sp.? You name it, they all came together to St. John's Improvement Assn. The end result of that was they rerouted thru traffic out of the neighborhoods around to the industrial section, that saved a lot of noise, a lot of dirt, and a lot safety problems were solved by doing ~~XXXX~~ that. Just moved it around it, it took them a year to do the planning, a year to TINKER? with it to make it work. Not work.

Then, having moved the traffic, they built themselves a ^{clog} clock? at the end of the bridge. The ^{clock tower?} clock-tower out there, a bunch of benches out there, the buses come through there and it's sort of the center clog now of that business district. And the businesses were going out for that, now they've got U-diagrams going to 800 units _____ right down on the river. They've relocated _____ ancient _____ businesses that don't want to be down there anymore. So it just—keeps, you know yourself _____

The problem ~~XXXXXXXXXXXX~~ sometimes is finding enough volunteers. I'm sure you are all aware of this particular problem of how to get them to come in. What the neighborhoods intended to do was to go out and find out what people are interested in, and then do _____ in the fields they are interested in. So the leaders don't decide what it is they want to do, they go out and find out what folks are interested in and then they follow that, and then they bring these people to do something very specific, and then later comes the committees. _____ seems to work

We have a system that is different than yours though, There are 60 neighborhoods organized in Portland, but they are clustered into districts, and instead of having staffed persons in each neighborhood which we could never afford, we have five neighborhood offices. So a neighborhood office serves anywhere from six to 20 neighborhoods, and has a coordinator and a secretary there, who does the leg work and does the coordination and keeps the city up to date with what is going on in the neighborhood level. It has worked very well for us. We don't think if that, the people who are out there doing the work, they are coordinators of the volunteers who do the work and it seems to work better for us. There is one other area I wanted to touch on, you may have heard that Portland has just adopted an energy° policy. I think we've reached the stage in our history of this country where people who cry "Wolf" are usually too quickly singled out and isolated, but we've also reached the stage where more and more people are aware even ^{if it is possible} ~~at the top~~ for us to survive the energy crisis, it is going to eat us alive—financially with inflation, and what is heaven's name can we do about that. The last couple of years there has been an insulation program in Portland where the utility companies, at least one of them, picked up really quickly on a citizen's suggestion, that they should lend people the money to insulate and then charge them so much on their energy bill, electricity bill each month, for a period of time in order to do that. Well that has been working pretty well, but the energy policy calls for considerably more drastic changes. It calls for working with neighborhood groups, it calls for projects that can be done on a neighborhood level like taking a vacant lot where there is a group of people that know each other on the block and there is a vacant lot there and setting up Solar panels to serve the whole block. Talk about putting solar panels on our public buildings. Well you have more sun than we do. We don't get that much sun in Portland but it is estimated that as much as 40 percent of our energy for lighting and heating some buildings could come from solar power. I think the number two interest is probably windpower because we do have a lot of wind that comes down the gorge and there should

be limitations with that, but even more significant than that is the thought of recirculating heat with coming out of manufacturing processes in Portland. So for example, a company which has, well we have companies for example, that are already built which the heat of the people in the building is recirculated as heat and the next section takes industrial plants and takes the heat that ~~XXXXX~~ coming off of them and channeling it back into the buildings, which is working. The next thing, you take the excess from that and get ^{it} to houses nearby, and that is probably next. I'm seeing visions that the theory will be five to eight years, probably before then, I think it's happening. But the thing is if we are talking about Remodel of the neighborhoods in Portland, we're talking about the neighborhood quality, we're talking about futuristic development, we need a f it use to be just houses, then it meant well people's jobs and people's safety now it seems to me people's survival..Maybe you are going to have an easier time of it here in Spokane, we won't have any oil refineries in Portland, we have to do with what we have, we have to do better with what we have. I think that this is the direction that we're moving in right now. There were surveys done last year which was to study what people thought should be, if there were going to be budget cuts, where should they be? _____ How do you think the park bureau is doing? And how would you cut the budget and to keeping this exercise it.. If the city budget were 100 dollars and you had to cut it by ten, how many cents would you take from this bureau and how many cents would you take from that bureau. It was a very interesting exercise and if you are interested ^{WE} you can send you up ^{some} the material about that. But in the midst of those questions, there were questions like, have you had any dealing with city bureaus in the last two years? Were you satisfied with the outcome? People were pretty satisfied. Then there was a question that said. Do you think that people have their opportunities to be involved and influencing what goes on in the city? We were amazed at the results. There has been a big change in Portland in the last five years is all that I have to say, because five years ago we wouldn't have gotten it so they liked it. Seventy Four percent said "yes", eighteen percent said "no" there is our _____ factor. We tried to score it out. What neighborhood was that? It is not by neighborhood, we tried to score it out, Is it by race? Well when it comes to police matters, yes it is, but when it comes to other matters, No it isn't. Well what the heck was it? It turned out that it was the generation of people who grew up during the depression _____ Well, what can you do about it? Well that is going to have to be a problem that is going to be hitting our senior ^{CENTERS} ~~citizens~~ in a few years because these are the people that are in their sixties, so, a few years from now the senior centers are going to be getting really alienated people coming through their doors, so ~~if~~ we can do some planning on the basis that. Seven percent of the people said they didn't know, maybe those are our newcomers, or imigrants, we get quite a few people coming in all the time, but those are the things I plan to share with you this morning, some of our groups are incorporated, we contract with them. The senior centers and youth centers are run by the neighborhood.

The neighborhood offices are run by the neighborhood. Don't know what else is likely to be run by the neighborhood, so maybe now that Neil Goldschmidt is gone it would reverse in the other direction and the city will run all the things out of there. It doesn't ~~be~~ seem to be important, but I must add that, attitude that people come to this work with will come to it with the idea not expressed ^{with out} ~~that~~ that being, you know, in a partnership, or _____ or team effort, it will work. The people of good faith can work out the technicalities and I hope that maybe some of ~~the~~ these ideas have touched ~~out~~ off some things in your thinking and I'd be really happy to take any ideas you have and take them back to Portland. Thanks a lot for the opportunity to be with you today.....

Post Script a few days later.

I'd like to record the information that the survey I was using in this presentation is the survey that was done for the comprehensive plan and copies of the write-up of that from Jim Weiss (sp) work at Portland State are available. The other thing that the survey showed that Portlander's really cared about was air and water quality and there aren't too many specific instances where neighborhoods have worked directly on air and water quality problems. Perhaps the Harborton Power Plant up in Linnton would be the only example ~~XX~~ that comes readily to mind. Of course, there are environmental groups working in these fields and in some cases, the same person will be the head of say the Maplewood neighborhood and also be the very key person in the environmental movement in the city, so, but, directly speaking there are some cases in N. Portland where ~~the~~ people have fought for clean air. Howard Galbretson in particular, but on the whole it's been more related to things on the ground.

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3 Environmental Development Organization

Historic preservation of the Saturday Market economic development, urban homesteading which I may beg off on that one, neighborhood organization _____ These two kind of go together don't they? Historic preservation we did talk about in the last _____ and that is on the tape. I am not an expert on historic preservation, but I

_____ Eugene has a Saturday Market and has had for some time, Portland never did and they got the idea from California., Renaissance, Bay Area, Renaissance Market or some sort down there, and the, of course, there is the Pike's Market in Seattle. So when the idea of the idea of the Saturday Market came up to women's side of the organizing in Portland and they decided they wanted to have it down in the Old Town section of Portland, because they felt that was an area that: (1) Rapidly opening up to new little boutiques and hand made type stores, and they wanted to sort of give the importance to that rule on Saturdays, because they felt that was an area where people could--it wasn't already so crowded, there was room there for some kind of efforts, and they shopped around, they wanted a parking lot to use for the market and they shopped around and shopped around and finally went to see Bill Nato and Bill Nato is the owner of the Import Plaza, in Portland. Interesting family history because he was Japanese and was intermed during the war. Came back after that and the family didn't have too much, but he was able to get the concession to import Noritake China into Portland and the money from that he opened Import Plaza and imported lots of other things from Japan and from the Far East and then with the money from that he started buying buildings around where he was, and eventually he bought an old department store on the other side of downtown and fixed it up as a galleria for all these little shops and three stories inside and two stories of offices upstairs. He and his brother actually. Incredibly successful financially. In addition to that he has a social conscience for perhaps what might be the obvious reason, he is not bitter about what happened to him because he has been successful because he hasn't been bitter. But he was a person who worked with the housing authorities, he owned a big old building called the Foster Hotel, he worked with the housing authority, they got some loan money from the Feds and some loan money locally and some city money, put together a building where the seniors live there now and they have their own little bathroom and marginal apartment space. He has agreed with the city, the city did the rehab, but he agreed to let them control the rents for 20 years, so he does get the rent return, minus what it takes for the rehab, but for 20 years that building is assured for senior citizens. So it was a real-- it was good for both the city and Portland when the Nato's, that's the kind of a man he is. So Andrea Sharp wrote him a letter, and said, "We would like to come and talk to you about the Saturday Market", and gave him a little background, and apparently he had already heard about it, because they made an appointment with him and came in to see him and were late getting there and finally got there and his desk was piled up, and he says. "Look!" he says, "I know what you are here about and I'm going to

give you a parking lot, but I don't have time to talk". So he gave them the parking lot and they went around to the artists and the craftsmen all over Portland and just like that. Wham! And it was right across the street from Import Plaza, so he was thinking. Enlightened self-interest, but certainly. His parking on Saturdays is going to be reduced, he felt that it was important enough that that would bring customers in anyway and have to take it upon themselves to park, I guess, but it worked, it was a success from the beginning. They also got a small grant \$5000 from the Art's Commission because it was going to stimulate the sale of arts and crafts in Portland. And, with that they hired two part time managers and opened an office because there will be a certain number of the days of the week and from that office they signed up the artists to do the publicity and got people to come out on Saturdays. It worked. It was very successful, at first it was kind of slow, but at the end of the year they had built up to a point where there was enough revenue coming back from the rental, see what they do is they rented the booths and I think what they did was the minimal rent of \$15.00 plus a low percent, I think maybe 10 percent of their proceeds, it was on the honor system. So by the end of a year they were making enough money that they could afford to pay their manager. One manager they went with full time. At the end of five years, four years, they had accumulated enough money that they paid the \$5000 back to the Art's Commission, the only time that had ever happened, and the Art's Commission used it to buy a computer terminal so that all the Art's organizations in town could get their labels printed out by computer. So it worked again, you know so the _____. It is managed by the artists. The meetings are open and they also do have a board, but the meetings are open. The people can come in and give out their two cents. They've expanded now, they've moved off that parking lot around to the other side, down the street where there is a bridge that goes over the river. And there were covered space under the bridge, and then there is a parking lot next to it, and then there is a small park next to that, and they they've expanded out to that property, and they are doing well financially. The secret seems to be in having good arts and good publicity. Now it is open on Sundays also. There is never as much business on Sundays, but there is never as many artists on Sundays either, so, it is an example of economic development project that worked. Now the neighborhoods are thinking about economic development on a different kind of a scale, and in order to understand where the neighborhoods are coming from, well I have to tell you a story. It was the chemical companies of Germany that experienced quite a bit of growth and they decided that they would find a place in the U.S. to expand their operations and they shopped around and came down to two cities, Portland and Atlanta. Both cities wanted it, both cities sent delegations off to Germany to meet with the leaders, and our mayor never takes "no" for an answer, he got on a plane and went to Germany, more than once, and he worked out a deal that goes like this. A piece of industrial property that was owned by the Schnitzer's, a major industrial family in town was made available at a certain price to the company. The city agreed to put in a railroad crossing,

a sewer, water lines, and street improvement,. And write down the cost of the Property. The total cost was 14 million dollars, The company agreed that a---the city raised the 14 million dollars by putting out bonds, and they called them development urban renewal bonds, knowing that when the property value ran the increased, the increase in the taxes would pay off the bonds., because it was going to be a 30 million dollar improvement, so that is where they got the money when they sold the bonds. The bonds are purchased as a tax free municipal bonds. The company agreed in return not only are they going to pay taxes on this improved piece of property but they agree to give the city what is called the first source agreement, what that means is for any job at the place at the plant which is below the level of foreman they will turn to the city first as a source for which to hire people. The city is taking it's CETA money which they have always wanted to leverage into the private community anyway but never figured out a way to do it until now. They recruit people from around town in a neighborhood groups and urban league's are contracted to help with that. The recruit people put up the training program at the community college and then have a pool of skilled labor from which Vacher can draw workers. Vacher gets its workers free. Community college and neighborhood groups will get the jobs as training out of it. The city got increased taxes and the company get a piece of land made available to them in a state which they could use it and they are going lickity-split. It will open in a year from the time the project got O.K. to the time it is going to start. The neighborhoods seeing this happen and seeing also other businesses, two others up to this point, one a pickle company and one a paint company gets the same kind of a deal with the city only on a smaller scale. Want in on economic development. That is they want to have not only more jobs for their area but they want to have some goal in the way that that started and the way that it is carried out in their neighborhood. This idea of contracting recruit people is one way and also the neighborhoods are keeping their eyes peeled for new projects which could possibly be looked into what the city is doing. The neighborhoods want to do some economic development projects on a joint venture basis in some cases like North East and want to do some joint venture projects and actually the city came up with some projects that were rejected by the neighborhood out there. Union Avenue use to be the main business district and it was the state highway for this period.(?) and they built a freeway, the freeway passing by, and in 1968 came along and some people threw some rocks through some windows, and Union Avenue got kind of shuttered up for a while. Now the shutters are down and some organization is going on in there, and graphic have been on the front of the buildings and some small businesses have gotten started along the avenue, but city proposed that a, well they called it, a budget store, a retail outlet for one of our major department stores will be built there, but it will also have all main shipping and warehousing facilities for that particular department store. The neighborhood became a little upset by the fact that there was going to be an industrial use among the commercial streets. They wanted a job, 300 jobs and it was kind of a trail of what to do, and it was very controversial

and by the time they got around to having a vote in the neighborhood that was a good vote it went in favor of it by 3-2 and by that time the company had withdrawn. Went to Rivergate to the industrial district. So it really raised the issue of looking and doing all this land use planning and everytime we would come out with a models city plan or a neighborhood plan to get different zoning. Why don't we just do an economic development plan for this area and to identify the vacant site. That's where they've started now. They are identifying the vacant sites, identifying interesting economic development parties and they are trying to identify the kind of economic needs that the businesses in that area have. So when we do economic development projects, we try to pull the businesses in by asking them to fund part of the money for the study ~~XX~~ and the city matches, about 4 to 1, 3 to 1 match. They are asked to come up with 25 %, 22%, somewhere in there and then, that might be a little harder in N.E than it has been in some other areas, but that is our second project, third project. The first one is in close to the industrial area on the East side and there the business men did come up with \$11,000 on that side and they did some training and they identified some big old buildings that are under used, and some street that need to be fixed and the possibility of taking the food warehouses that are there and making it into a produce row and some historic old buildings that are going to be saved. I mean there was a lot to work ~~with~~ to begin with and a parking garage that needs to be built for the employes and the shoppers and so forth. You can do a lot but you have to have the involvement of everybody who really is going to be effected by it. The business people, the neighborhood people, the city agencies, and if you have state economic development you really want to keep them up to date on it too. The neighborhoods have an mind when they say joint ventures of economic developments sometime smaller things, a non-profit housing corporation or a neighborhoods in S.E. are going to start an energy company. Non-profit energy. Neighborhoods in N.E. want a car wash. They think it would bring the revenue back that they could divert to social causes, but we held a conference on economic development and have some video tapes on that. If you write to the office of Motors Associations they will lent you the video tapes.

Question—So they are doing a lot of diverse, type of small things.

From small scale to medium scale to very large scale, and the larger the scale the more the city is involved and the less the neighborhood. I

Question—On the small scale—does the neighborhood corporation sponsor _____

Sometimes. Can't make this out

I don't want to mislead you, I don't think the economic development in Portland is advanced at this time, but we are ahead of some cities in developing techniques, like the first source of _____ that was worked out in Portland, that is a first, and in fact Pres. Carter put in his Urban Methods Book, "Technique is way of building that cooperation through the public and private sector that will bring back earlier partnership _____ But you know, if it is anything, and then he went and hired our mayor off to be Sect. of Trans.

Question- General Information, first of all, how the over all structure functions, but I think one of the questions, the item of concern around here is that Spokane has like the last five years, has really been emphasizing, how do we get more people involved? How do we get the tropps larger? And all of that sort of thing, and there seems to be a new idea that is sparting to emerge that says "Hey, YOu know, we need to keep you in that somewhat, but we need to start concentrating with the folks that we know are concerned about these 12 different neighborhoods with them being able to start taking individual leadership and going ahead and going the things that the neighborhood needs and not worrying as much about whether or not we've got X-percent of the neighborhood involved in trying to make decisions. So I am couriour about, First of all, Portland is the type of neighborhood organization and secondly, what numbers of people are involved, where the leadership is coming from, what the innerface is between citizens working on the volunteer level and the neighborhoods are with staff. These kinds of issues.

Question - I can't here

This is Portland. This is the I-5 Freeway. This is the I-80 Freeway that comes in from The Dalles. This is the Columbia River and this is the Willamette River. This is Burnside Street. I put Burnside in because it divides North and South. Between the freeway and the ^{is N. Portland} river is a penninsula, as you can see the two rivers come together here. What we have at the morment is a system that, that we have one neighborhood office in each of these areas. tThe city does not run those neighborhood offices, the city has a contract with the neighborhood cooperations to run the offices. They may chan ge this within the next year, by the way, but it worked, it worked at that time when there was not that much trust between the city and the neighborhood. There are 16 neighborhood organizations clustered in districts or areas and there are nine here and there are six out there that are ^{beginning} beginning to work with this office in North East. There has been a problem here. This was a model city arwa and they learned to work together. These guys outside never did work. But now they are beginning to come and work in that office as well. Thats very good to know, but if they keep coming at the rate they are coming we won't be able to staff them. Right now it is one coordinator and one secretary. North Portland, one coordinator and one secretary. There are seven neighborhoods here but they are all united in one organization called the North Portland Citizen's Committee Incorporated. Of those seven neighborhoods and they have their own projects and their own problems and they work through a single board, but the volunteers are like maybe like _____ Northwest has six neighborhoods, including an industrial neighborhood here, called the North-west Industrial Neighborhoods Association and the I came out of is the Northwest District Associations and there is Goosehollow and a couple on the hill up here. So there is a real range, lots of apartment buildings down here becoming single family dwellings, becoming exclusive single family dwellings on the hill. It's a real range up there. In the S.W. we have heighborhoods for the most part with one exception of income that are too high to qualify for community development. In the S.E. and N.E. mostly mixture of profession and worker factories.

North Portland is almost exclusively the working class. One neighborhood blue collared neighborhood and one neighborhood that is around a small university which is a lot of _____

We started out with just two contracts N.W. and North. Southwest was not organized because the city had never had any programs in affected neighborhoods at that level. From the beginning it seemed to be important that we had to diversify program of citizen's participation and it was fine to have neighborhoods but it was important to have some balancing to that because a tripod stays up because it has three legs. One of these legs was the traditional planning commission, blue ribbon committees, special taskforce, that was going to continue. And that was no problem. Neighborhood Associations, we had thirty when I came to the city in 1973, today as I said we've got 60, no thanks to me because the city has not organized them. The city staff has not been able to go out and organize them. What we do is they come to us and say we want to organize and we tell them however they did it and give them a little money for printing so they can do their fliers and things like that. And to facilitate and help them to get started. But we're not in the business of organizing, our business is coordination. The neighborhoods were there and the reason why the city adopted its ordinances in the first place because of the growing number of neighborhoods and they didn't have any way of relating to them that was efficient, knowledgeable and insightful. And the third leg is the budget advisory committee. We have a mayor and four other commissioners. They all fit together on the city council. In addition to that each one of them oversees a certain number of bureaus. We have eight budget advisory persons. One of those is for public works, one of those is for human resources, one of those is for fire, for a while fire and human resources were on the same committee. One of those for neighborhood environment and neighborhood associations and human relations commission all together. The arts commission is one of these kinds of commissions over here on leg one. But anyway there are eight. When I see where I sit is you've got geographically based input balanced to city wide non-geographically based input. So that there is a dialogue going on and that keeps it stable. The budget advisory committees are part of a process for involving people in the budget of the city. We reason this way. First of all, the office was adopted in Feb. of 74 which is before the housing and community development projects were adopted was during the time when the Feds had really clamped down and not giving out any housing money or anything and so we started off with the orientation that we were going to do it ourselves and the city is going to help us. They are going to give a little money for staff and we're going to run the offices, but we are not even going to depend on the city 100 percent, because who knows policies change and the Feds are always in and out and up and down and wouldn't know what to do about it. Once a year, in the summer, our office sends out a letter to neighborhood presidents and contacts saying. "Please identify your neighborhood needs and fill out this one page form, one for each need and send it back to us by the end of August." All the neighborhoods, they don't all respond but 3/4 of them do. About 25 or 40 about once a year. And it has been stable between 350 and 380 needs reports a year. They come in the office. It is horrendous you have a thousand pieces of paper on the table and they need three or four copies and you have to go Xerox them. One copy goes to the budget

advisory committee. One copy goes to the bureau. One copy stays in our office. Usually there is a copy we save down at the neighborhood office as well. And one copy is at the Community Development Neighborhood, the CD neighborhood, and one copy goes to our renewal agency or the planning office, office of planning and development. And then we get some specials, like last year the economics development requested and got 11 of those, and no bureau of economic development and bureau and so we Zeroxed them and took them to the Commissioners offices and held a conference based on them and low and behold bureau of economics development but the office of planning and development took care of them for that year. So you are identifying needs for lots of things besides just what the specific question. And one copy, I said, for the Budget Advisory Committee. Now we have kept track of those in two ways. Two things to keep track of. As it is involved at the time we realized, we didn't know that we should just followed our noses. Two thing I wanted to know about. One is I wanted to know what percentage of the requests were accepted by the city or by whoever it was addressed to and the second thing I wanted to know was what percent got lost, because in the first year we did it we didn't know what to look for and 16 percent of them got lost. We hadn't even had a meeting with the bureaus before we set up the process and it is no wonder that it was that high. We had no forms, we were just flying by the seat of our pants and really, probably we could have done it a little more sooner than that if we had been thinking and I can advise you that there are sooner ways to do it work out a process with them in advance, work out an acknowledgible and they can just check their responses and then send it out to the neighborhoods so that the neighborhoods know who has got it. And then later, they can tell them what their final response is, but you don't need to know that. In two years we had it down to eight percent and wedget it down to five. We aimed at five, that was our goal the first year, but we didn't get it, it was eight, but next time we tried we got it down to four and last time it was two percent, and there will always be some, because this two percent is here because eight requests came in didn't particular staff person had left and didn't transition them to the new staff person and so they fell through the cracks. There will always be some left, but we, we're pretty proud of that record. That means that the city is at least attentive. Next thing was how many yes's and how many no's. It's very little bit but not that much. The range of yes's ranges from 39 percent, which was its low, two years ago to a high of 25 percent this past year. It is hovering around an average of 42,43 percent yes. Mary, by yes do you mean that the project is taking care of the needs of the yes. Yeh, but I have to go back and eheck the actually all those that wern't done, it is probably a slippage in here, a little bit, what I am saying is that we're getting better about saying "no, we won't do it." If they mean no, because it use to be that they would just let it hang out there. So we know that this is a yes ratio, we've got it in writing from somebody, and there is a few, on there is one that has been jugging me since I've been down there. The neighbors wanted to save five Sequoias which are outside of school and there are wires overhead, keeping them chopped, riding up the sidewalk and stuff. We finally tackled that as a special project and we got all the bureaus, public

public works, sanitary engineers, sewer and sidewalk inspectors, the school district and their architect and its neighborhood association, and our offices and neighborhood offices, and the meeting had about 18 people at it. Well we're going to work on that. It turned out that solution was simpler than organizing the meeting. The no's are ranging from about 24 to 27 percent. There is going to be some no's. Lets face it, sometime they come in and ask for something that just isn't realistic, is not of high priority, can be done more simply another way. The ones that can be done more simple some other way we put in a separate category. And actually they are ranging to seven percent, and then we have a category we call indefinite as we really just cannot identify what the bureau's answer is. And this year that was 27 percent and that was high. That means there is a study going on and another project that has to be dealt with first or they are looking for money or whatever, but the answer is indefinite. It is neither a yes or a no. We've got some statistics now and there are some indicators that we are using to tell us how we are doing in terms of our citizen participation. That's tough, that's very tough, because you never really know. We've got two measures we are using there at the building, and I tell you I think the future of demonstrating the citizen participation ~~time~~ lies in being able to demonstrate so people know what kind of results you get. We did tally, we tried to do a tally count on how many volunteers were involved and it is impossible. What we did is we said to the neighborhood coordinators, pretend it is a typical month, not this month, not next month, not the next month, but a typical month. Figure out how many neighborhood meetings are customarily held in that month, times how many people will go, times the average length of time that meeting is held. An hour and a half or two hours. Tell me a typical month how many hours of volunteer time goes into meetings alone. By a month. Now in a year or two we should do it again. Does it go up or down? Does that mean we are getting more efficient and less time consuming or does it mean we got more people. We will have the statistics to tell that was just a typical month. Some places, like Head Start, use to have to keep all those hours, and so much an hour was valued at, and that was very difficult, we really, we can get the volunteers on the staff_____.

I don't think your problem is whether or not you are incorporated or not incorporated. I think you probably are letting yourself_____

The think about being incorporated if you are eligible for foundation grants and government contracts and also low cost mailing lists, and so it is worth looking into. Let me finish, there is one other measure that we have been using up here as far as I. I look at the number of people who are on the mailing list and I say this is one person per household probably, how many households are there in the neighborhood. The number of addresses we mail to over the number of household users. That is the measure of the spread, the reach of the neighborhood associations. The best ones are reaching 18 to 20 percent right now. But when you begin you might only have 2 or 3 percent, and you can keep track of what that line looks like at all times. Does it go like that or does it go like this. Does it go like this, and then you can look at it. I think that what happens is it goes like this and then it levels off with a big issue and then it goes like this, and then there is another big issue and that detours people and then next

year it might be up here. You have a really terrific project. There are two ways you can get people involved, issues, which are up and down., and projects which can grow more smoother, and we went with projects. This year we were budgeted at 272 thousand, which was less than what we asked for. Well that can wait, rounded to 248, we had to cut. We asked for 248 plus 32 thousand out of HCD monies. That was the first time we ever asked for any HCD money. We cut this to 241 that what gave us this. We came out to 7000 less than we asked for. The total was _____ Downtown is myself and a secretary and a person that does the budget advisory committees and a part-timer. In the neighborhoods there are two, four, a new one out here, seven, that's 20 neighborhoods listed, I've got an extra one, eight, no secretary, nine, ten plus if we pick up a CETA person or a student. Actually, you have to say we've got 14 full time employees, and you can see that the balance° of them are out in the neighborhoods which is where they belong. That is just the way I would work on it. The top salary, which is mine, which ranges about 22 thousand, then the neighborhood coordinators pull in about, well with cost of living I'm not sure but it is about 15,500, and the secretaries are getting about 9, unless they are a senior steno, which seems to be getting about 12,500. Fund raising if you want to know about fund raising, there is an excellent book by Joan Flannigan. She can tell you, everything I know pretty much I learned from that book. The book is called THE GRASS ROOTS FUND RAISING BOOK, and it is available, Center 4 Community change. A youth project it is in Washington and also I think in San Francisco. It's like about \$4.00 or \$4.50 or something like that. And it is very good because it starts with a simple project of cooperatives of a newly organized youth group with a medium range products _____ volunteers. As she shows you how to get from one level to the next level, to the next level. For one example, I don't know if you ever saw the T-shirt the teacher of Golda Meir, the prime-minister of Israel, and the slogan was "yes, but could she type?" There is a group of women in the Midwest who dreamed that up, and they have enough T-shirts to sell locally and they sold them, and they made enough to send two women to the National Organization or the National Conference, and they sold all the T-shirts they could take and took orders, and when they got back from filling those orders, they took the money they made from that and they ran some adds in nationwide women's magazines and they were making enough money to open their own office. The key to that was that they got a slogan that was. (1) Funny. (2) Was general enough to that it had a wide audience, rather than one little neighborhood. We made some T-shirts in Portland last June that said. "Love thy neighbor". That is a _____ question. The question always and only is "Do you have three votes on the council for the question". And right now we do. And Mr. Ivancie will be running in the spring and may well turn out to be mayor. I think there is enough momentum here now, there is enough people spinning off into their own non-profit corporations and their own fund raising, that something will survive. Those neighborhoods will be out there and they will be organized. The question is, you know, Is it going to be in a direction where they are going to have to work with the city and get their accomplishments that way or are they going to have to work against the city, and nobody wants to get in that against situation. People want to work together. It's quicker, it may not be like some organizations where you have to have a city to fight against in order to organize.

ORDINANCE NO.

An Ordinance authorizing an agreement for management of the Morrison Park East Parking Garage with City Center Parking, authorizing drawing and delivery of warrants, and declaring an emergency.

The City of Portland ordains:

Section 1. The Council finds:

1. The Council has authorized construction of a public parking facility at S.W. Fourth and S.W. Morrison Streets which is known as the Morrison Park East Parking Garage and said construction is nearing completion.
2. The Council has authorized an agreement with Portland Downtown Association, Inc., for management of the Morrison Park East and West Parking Garages, but said association has not yet assumed this responsibility.
3. The president of Portland Downtown Association has requested that the City solicit bids for operation of the East Garage with the understanding that the resulting contract would be assigned to Portland Downtown Association as soon as it is able to fulfill its obligations under its agreement with the City.
4. On August 21, 1979, the City received bids for operation of the Morrison Park East Parking Garage based on specifications prepared by the City and approved by the Portland Downtown Association.
5. It is the determination of the Portland Downtown Association that the bid submitted by City Center Parking is responsible and the most advantageous bid for the City and the Portland Downtown Association.

NOW, THEREFORE, the Council directs:

- a. The Mayor and the Commissioner of Public Utilities hereby are authorized to enter into a contract in a form approved by the City Attorney with City Center Parking, 715 S.W. Morrison, Portland, Oregon 97205, to manage the Morrison Park East Parking Garage in accordance with the bidding documents on file with the City Purchasing Manager (Bid No. 13).

I don't believe that. I think there is enough interest in volunteers and civic minded in Portland level. Organizing happens if you get out of the way.