

Five Case Studies: Model Programs and Best Practices

Model Program # 6: Salem, OR

Neighborhood and Community Services Division

Demographics

Salem, OR is governed by a Council/Manager form of government and has a population of 152,290 (2007 figure) within 48 square miles. Currently, the city houses 19 officially recognized neighborhood associations.

Staffing and Programs

The City of Salem Neighborhood and Community Services Division is served by 2.2 FTE Neighborhood Service Specialists and 0.6 FTE Staff Assistants.

1. Neighborhood Communications Plan

In an effort to support public communication via neighborhood associations, the City has presented a Neighborhood Services Communications Plan. This plan supports decisions made at the neighborhood association level about the association's communication with residents, businesses, property owners and others with an interest in the area. The Communications Plan operates on a budget of \$39,750, divided in the following way:

- Internet Communications: \$ 4,180 (\$230 per NA)
Supports each neighborhood association to have its own website and email account
- Advertising: \$ 3,325 (\$175 per NA)
Provides half-page ad in one of the Statesman Journal's regional inserts; the NA determines the date and content of the ad
- Printed & Mailed Materials: \$22,185 total
Includes printing and mailing of meeting agendas and special mailings
- Printed Materials \$ 1,900 (\$100 per NA)
Provides flyers and/or postcards that the NA distributes in ways other than mailing (door-to-door, posting on community billboards, handing out at community meetings in the neighborhood, etc.)
- Mini-Grants: \$ 7,125 (up to \$375 per NA)
The NA can work with the Neighborhood Service Specialist to apply for one mini-grant. The NA must provide matching resources (funds, value of in-kind materials and services, or value of volunteer time) that support the same project the mini-grant supports.
- Special Projects: \$ 500
Each association can request special assistance with communication efforts that extend beyond the capacity of the other funding categories.

2. Salem Community Connections newsletter

Each month, the City produces a newsletter that includes information on public forums, neighborhood activities, City projects, and opportunities to learn more or take an active role in civic affairs. The *Salem Community Connections* newsletter is posted on the City's webpage.

Organization and Structure

Each of Salem's 19 Neighborhood Associates (NAs) has 1 Neighborhood Services Specialist and staff liaison from the City. Each of Salem's 19 neighborhood associations meets on a regular basis to discuss issues that pertain to the neighborhood. Neighborhood associations are recognized by City Council as an official voice of the community. Associations make recommendations to City Council and take action in their own neighborhood. Topics that are frequently on neighborhood association agendas include:

- Neighborhood crime and crime prevention
- Traffic and transportation planning
- Land use (zoning, planning, new construction, renovations, etc.)
- Neighborhood parks and park partnerships
- Community events

The contact person for the City of Salem Neighborhood and Community Services Division is Debbie Kees who can be reached by phone at 503-588-6261 or by email at dkees@cityofsalem.net. More information can be found at: <http://www.cityofsalem.net/departments/neighbor>

Model Program # 7: Seattle, WA

Department of Neighborhoods (DON)

Demographics

Seattle, WA is governed by a Mayor/City Council form of government and has a population of 592,800 (2008 estimate) within 92 square miles. The city is divided into 13 districts, each housing various neighborhoods.

Staffing and Programs

The Department of Neighborhoods (DON) has a key and central role in carrying out the city's mission to build stronger communities in strong partnership with Seattle residents. DON works to bring government closer to the residents of Seattle by engaging them in civic participation; helping them become empowered to make positive contributions to their communities; and by involving more of Seattle's underrepresented residents, including communities of color and immigrants, in civic discourse, processes, and opportunities.

DON provides residents with the following programs, services and resources:

1. City Neighborhood Council

The City Neighborhood Council (CNC) is a citizen-led advisory group, comprised of elected members from each of the City's 13 Districts. The CNC's purpose is to provide city-wide coordination for the Neighborhood Matching Fund, Neighborhood Budget Prioritization, and Neighborhood Planning programs. The CNC also provides a forum for a discussion of common neighborhood issues and is available for advice on policies necessary for the effective and equitable implementation of the Neighborhood Planning and Assistance Program. Its monthly meetings are open to the public.

2. Neighborhood Service Centers: Seattle houses thirteen centers which link City government to Seattle's neighborhoods. The centers offer various services and information on neighborhood events, city job opportunities, crime prevention material, food banks, weatherization services, and more.

- *Neighborhood District Coordinators:* Each of the City's 13 Neighborhood Service Centers has a Neighborhood District Coordinator who facilitates and links neighborhood

communities with downtown City government. The Coordinators work with hundreds of neighborhood organizations on a wide range of projects and issues.

- *Neighborhood Payment and Information Services:* At seven of the 13 Neighborhood Service Centers, customer service representatives assist over 225,000 residents each year apply for passports, pay Seattle City Light and Seattle Public Utilities bills, buy pet licenses and bus passes, learn about City services, and obtain necessary City forms.

3. Neighborhood Matching Fund

The Neighborhood Matching Fund provides money to Seattle neighborhood groups and organizations for a broad array of neighborhood-initiated improvement, organizing or planning projects. A neighborhood group may be established just to undertake a project--the group does not need to be "incorporated." Once a project is approved, the community's contribution of volunteer labor, materials, professional services, or cash will be "matched" by cash from the Neighborhood Matching Fund. There are four different funds within the Neighborhood Matching Fund:

- The Large Project Fund: is for projects which take up to 12 months to complete and need more than \$15,000 - up to \$100,000.
- The Small and Simple Projects Fund: is for projects seeking awards of \$15,000 or less and can be completed in 6 months or less.
- The Tree Fund: Neighborhood groups can apply for 10 to 40 trees for planting along residential planting strips.
- The Neighborhood Outreach and Development Fund (including Small Sparks): Makes awards for projects that involve new people in neighborhood organizations or activities.

4. Neighborhood Plan Implementation

In 1999, the City Council finished the approval process for 38 neighborhood plans created by nearly 20,000 citizens. The plans identify actions needed to ensure that each neighborhood will continue to thrive and improve as Seattle grows over the next 20 years in ways that meet our commitments under the State's Growth Management Act. In the years since approval, much progress has been made on implementing the projects identified in the neighborhood plans. In late August of 2003, the Department of Neighborhoods asked the Chairs of Neighborhood Plan Stewardship Groups and District Councils to provide input on prioritizing neighborhood plan recommendations. The goal was to have the prioritized recommendations focus implementation efforts by both City departments and community groups.

5. Education Programs – Families and Education Levy

The City of Seattle's Office for Education offers neighborhood programs to help children and youth succeed academically. The Families and Education Levy provides support to children and their families both in and out of school to help all Seattle's children become school ready, succeed academically, and graduate from high school. The Levy was first adopted in 1990 and renewed in 2004 for an additional \$116.9 million. The levy supports programs in five areas:

- Early Childhood Development
- School-Based Student and Family Services
- Out-of-School Activities and Middle School Support
- Student Health Services
- Evaluation of annual progress towards goals

6. P-Patch Community Gardens

The Department of Neighborhoods' P-Patch Program, in conjunction with the not-for-profit P-Patch Trust, provides organic community garden space for residents of 70 Seattle neighborhoods. The community based program areas of the P-Patch Program are community gardening, market gardening, youth gardening, and community food security in the City of Seattle. These programs serve all citizens of Seattle with an emphasis on low-

income and immigrant populations and youth. Our community gardens offer 2500 plots serve more than 6000 urban gardeners on 23 acres of land.

7. Major Institutions and Schools Program

The Major Institutions and Schools program provides a way for neighbors of Seattle's Hospitals, Universities and Colleges to be directly involved in the development plans for those institutions to assure that neighborhood concerns are considered when those plans are made. This is done through a City-appointed Citizens Advisory Committee formed and staffed by the Department of Neighborhoods.

8. Historic Preservation Program

This program is responsible for the designation and protection of more than 350 historic structures, sites, objects, and vessels, as well as seven historic districts scattered throughout Seattle. Since 1970, Seattle has established seven historic districts: Ballard Avenue; Columbia City; Fort Lawton; Harvard-Belmont; International District; Pike Place Market; and Pioneer Square. The appearance and historical integrity of structures and public spaces within each district are regulated by a citizens' board and/or the Landmarks Preservation Board in accordance with processes and criteria established by City ordinance.

9. Race and Social Justice Initiative

This initiative seeks to reduce disproportionality in economic opportunity, education, civic engagement, and other areas, and to make City services more relevant to Seattle's diverse populations. The Department of Neighborhoods, with deep connections throughout Seattle's diverse communities, plays an important role in implementing the Mayor's initiative. DON is improving economic opportunity by working closely with neighborhood businesses and chambers of commerce to enhance the vitality of our small business districts.

10. Involving All Neighbors Program

This program promotes neighborhood involvement by people with disabilities. It helps neighborhood organizations learn how to involve people with disabilities in their and programs, and hosts various events and workshops towards this goal.

11. Immigrants and Refugees Initiative

This initiative aims to improve services to Seattle's growing immigrant and refugee population. Some of the services provided include: improved translation and interpretation services, technical assistance for immigrant-owned businesses, increased access to city grants and an advisory board focused on immigrant and refugee issues.

12. Neighbor Appreciation Day.

This annual event was proclaimed as "a special day to celebrate the goodness in those around us and to reach out and strengthen our bonds to each other." It is a grassroots celebration during which people and organizations throughout Seattle organize block parties, open houses, award ceremonies, potluck dinners, and work parties to recognize and encourage caring neighbors.

Organization and Structure

The City of Seattle Department of Neighborhoods is located within the Neighborhoods and Development Department under the city Mayor. DON works on a general fund of approximately \$9 million, with an additional \$4 million for the Neighborhood Matching Fund.

DON employs about 87 staff members, under the following structure: Internal Operations (11), Neighborhood District Coordinators (18), Major Institutions (3), Customer Service Bureau (6), Office for Education (6) and other DON Programs (43).

The contact person for DON is Hazel Bhang-Barnett, Deputy Director, who can be reached by phone at (206) 615-0885, or by email at Hazel.bhang@seattle.gov. More information can be found at: <http://www.seattle.gov/neighborhoods/>.

Model Program # 8: Tacoma, WA

Neighborhood Council Program

Demographics

Tacoma, WA is governed by a Council/Manager form of government and has a population of 202,700 (2008 estimate) within 49 square miles. Currently, there are 8 officially recognized neighborhood councils within the City of Tacoma.

Staffing and Programs

The Neighborhood Council Program began in 1992, with the intent to provide an avenue for citizen participation in city matters relating to the health, safety and well-being of their neighborhoods.

Tacoma houses 8 Neighborhood Councils, and additional councils can be created by interested citizens. Each of the 8 Neighborhood Councils acts as a non-profit organization incorporated into the State of Washington, and while they are not part of the city structure, they participate in the city's neighborhood programs.

The City of Tacoma includes the following neighborhood programs and services:

1. Neighborhood Councils

Neighborhood Councils are citizen groups based in each of eight neighborhoods which actively participate in shaping the future of Tacoma. The City Council created the councils to broaden citizen input and to give greater representation in city government.

2. Community Council

The Community Council is composed of the chairs (up to 3 representatives) of each of the 8 Neighborhood Councils. This Council is part of the City of Tacoma and addresses those issues that transcend neighborhood boundaries and have city-wide implications.

3. Innovative Grant Program

The City Council agreed to set aside Community Development Block Grant (CDBG) funds for an Innovative Grant Program. These funds are administered by the Neighborhood Council Office and are intended to provide matching funds primarily to grassroots neighborhood organizations within the eight Neighborhood Council areas to assist and support in developing and implementing small-scale neighborhood self-help physical improvement projects.

- Eligible projects must benefit low/moderate income neighborhoods or communities, make physical improvements, or remove slum and blighted conditions.
- Each project application must provide a minimum ten percentage match, which can be contributed in the form of volunteer time, cash, material, self-help, other donations, and/or professional services.
- Grant limit for each individual project is \$5,000
- Total CDBG funds per year are \$160,000 to be divided by the 8 Neighborhood Councils.

4. Neighborhood Liaisons

The City of Tacoma assists the Neighborhood Councils Program by providing each neighborhood with a City department director to act as a liaison. Each of the 8 Neighborhood Councils is assigned one liaison, who serves the neighborhood council by:

- Identifying and resolving special needs, requests, concerns or complaints;
- Tracking and advocating for neighborhood council requests through City government to ensure timely responses;
- Attending all neighborhood council meetings.
- Supporting staff of the Planning and Neighborhoods Division:
 - Provide information and arrange presentations.
 - Prepare written materials.
 - Coordinate with the councils and their planning committees in development of action strategies.

5. Grapevine Newsletter

Grapevine is published by the Community and Economic Development department as part of the Neighborhood Council program. The newsletter highlights City services and programs as well as the activities of the Neighborhood Councils.

6. Free Local Government Education Sessions

The City of Tacoma’s Neighborhood Council Office, in cooperation with the University of Washington, Tacoma’s, Urban Studies Program, offers free public sessions of the Government Leadership Institute. Participation is open to anyone. Some of the course topics include:

- Government structure and organization
- Intergovernmental coordination/regionalism
- Economic development/Quality of life
- Homelessness/Mental health/Job training
- Schools
- Making decisions in Tacoma

Organization and Structure

The City of Tacoma Neighborhood Council Program is located within the Community and Economic Development Department and reports to the City Manager. The Program may also report to the Director of economic development issues.

The Neighborhood Council Program is staffed by one full time employee, the Neighborhood Council Coordinator.

Budget

The City of Tacoma provides each Neighborhood Council \$5,000 per year for its maintenance and operation.

The Neighborhoods Council Program also administers the \$160,000 annual budget for Innovative Grant Programs. The City Manager may also fund the Neighborhood Council Program in special projects with budgets of between \$50,000 and \$100,000.

The Coordinator for Neighborhood Council Program is Elton Gatewood, who can be reached by phone at (253) 591-5229, or by email at egatewoo@cityoftacoma.org. More information can be found at: <http://www.cityoftacoma.org/Page.aspx?hid=252>.

Model Program # 9: San Jose, CA

Neighborhood Development Center (NDC)

Demographics

San Jose, CA is governed by a Council/Manager form of government and has a population of approximately 989,500 (2008 estimate) within 178 square miles. Currently, there are 246 officially recognized neighborhood groups within San Jose.

Staffing and Programs

The mission of the Neighborhood Development Center (NDC) is to educate and assist future, new and existing community leaders with their organizing efforts. The NDC provides neighborhood organizing and mobilization services to all San Jose communities. Its objective is to help new and established neighborhood groups and leaders maintain or improve their desired neighborhood quality of life.

NDC provides the following programs and services:

1. Building Strong Neighborhoods Pilot Areas

In 2001, the City of San Jose and the Redevelopment Agency (RDA) embarked on a \$140 million redevelopment effort to fortify 20 key neighborhoods over a 30 year period. The 20 (19 active) became part of the “Strong Neighborhoods Initiative”, with the goal of building clean, safe and strong neighborhoods with independent, capable and sustainable neighborhood organizations.

In June 2006, the City Council approved the expansion of the Strong Neighborhoods Initiative (SNI) to three pilot areas outside of the Redevelopment Project Area.

- Seven Trees (Council District 7)
- Silver Leaf (Council District 2)
- Camden/Hillsdale (Council District 9)

The goal of the pilot projects is to utilize a process that will provide a structure for neighborhood residents to form a coalition that will establish goals and develop partnerships to address neighborhood priorities. The lessons of Strong Neighborhoods Initiative suggest a roadmap for transforming the way the City works with all of its neighborhoods. The core strategy is to provide meaningful and visible change in each neighborhood through five initiatives:

- *Affordable Housing*: the preservation of existing affordable housing stock by working with non-profit groups and neighborhood leaders to implement a wide range of reinvestment strategies. These include rehabilitation through home improvement grants, community paint days and private investments.
- *Cleaner Neighborhoods*: through the efforts of the Code Enforcement Driveway Team, increased neighborhood clean ups, anti-graffiti and anti-litter campaigns build resident capacity to make their own neighborhoods a more beautiful place.
- *Safer and more attractive residential streets*: through traffic calming, sidewalk replacement and repair, street tree planting, improved street lighting, and educating citizens to take greater responsibility for the safety and attractiveness of their streets.
- *Vital Business Districts*: with new facades and streetscapes, and stronger business associations, support small business owners in growing their business and connecting with resources, encouraging entrepreneurship.
- *New Parks and Community Centers*: construct parks and neighborhood centers each with a cadre of dedicated residents involved in the ongoing operations and maintenance. The projects delivered first are those that are already well under way.

2. Blight Busters

Blight Busters is a new City-Citizen Partnership offered in the SNI area to eliminate blight from residential neighborhoods. The Code Enforcement Division provides training to persons interested in becoming “Blight Busters volunteers”. Volunteers are assigned to a geographic area of their choosing (usually encompassing 4 to 5 city blocks), and maintain a Blight Buster Log to proactively identify as many blight conditions for resolutions as they are able. Once logs are completed and returned, notices are sent to property owners requiring that blighting conditions be resolved.

3. San Jose Neighborhoods Commission

The NDC is currently assisting in the election process of the new 30 member advisory body that will be seated in the Fall of 2008. This will be a citizen advisory group charged with assessing citywide recommendations that affect neighborhoods.

4. Community Action and Pride (CAP) Grant Program

CAP grants support neighborhood groups to provide projects, services and activities in their neighborhood that foster or enhance safety, reduce blight and crime, and improve the quality of life in a neighborhood. Grants range from \$500-\$15,000 and awarded for one year.

5. Keep San Jose Beautiful Grant Program

This grant program focuses on educating San Jose residents on a wide variety of beautification and environmental issues aimed at improving the quality of life in our city. The Beautification Grants Program provides funding for neighborhood beautification projects to be matched through volunteer efforts or donations. The grant range is from \$600 to \$3,500 per cycle. The program is also responsible for the Neighborhood Improvement Awards, which encourage citizen involvement in beautifying San Jose.

6. Community Leadership Academy (CLA)

The CLA provides free training to neighborhood leaders, community-based organizations and San Jose residents. These trainings include: how to form a neighborhood association, board development, grant writing workshops, event organizing, host a neighborhood Dumpster Day and others. NDC also provides requested CLA trainings to neighborhood organizations at a site in their neighborhood through its *Mobile Leadership Academy*.

7. Volunteer San Jose

This city program provides volunteer opportunities for individuals, families and groups

8. Resource Library

NDC keeps a library with resource books and materials on grants, community organizing, leadership development, etc. available at no cost for San Jose residents to come in and use.

9. Translation Services

Given notice, the NDC will offer translation services for trainings in English and Spanish.

Organization and Structure

The Neighborhood Development Center operates on a total annual budget of \$2 million which includes funding for all grant programs. This does not include the budget for the Strong Neighborhoods Initiative within the Redevelopment Project Area, which is funded and operated by the City of San Jose and the Redevelopment Agency.

Regular funding for operations and maintenance of the 246 neighborhood groups in the City is dependant on the group. Some are self sustained through membership dues and volunteers, and others rely on NDC grants and city funding.

NDC is staffed by 8 FTE (4 Community Coordinators, 2 Community Activity Workers, 1 Analyst, and 2 Graduate Interns) and 1 PTE (Community Activity Worker).

The NDC is located within the City Manager's office and reports to the Strong Neighborhoods Manager.

The NDC Strong Neighborhoods Manger is Laura Lam, who can be reached by phone at (408) 535-8505, or by email at Laura.Lam@sanjoseca.gov. More information can be found at: <http://www.strongneighborhoods.org/NDC.asp>.

Model Program # 10: Portland, OR

Neighborhood Resource Center

Demographics

Portland, OR has a population of approximately 568,380 (2007 data) within 145 square miles. The City has the last remaining Commission form of government among large cities in the United States. Currently, the City of Portland contains 94 recognized neighborhood associations and seven neighborhood district coalitions.

Staffing and Programs

The City of Portland Neighborhood Resource Center is part of the City's Office of Neighborhood Involvement (ONI). The mission of ONI is to enhance the quality of neighborhoods through community participation.

ONI coordinates its services through four centers funded through a combination of city general funds, other city bureau and governmental partnerships:

1. Neighborhood Resource Center
2. Crime Prevention Center
3. Neighborhood Livability Services
4. Information and Referral Center

The Neighborhood Resource Center includes coordination of Portland's "neighborhood network." This nationally recognized neighborhood system is made up of 94 recognized neighborhood associations and seven neighborhood district coalition offices located throughout the city. It connects residents with the following programs, services and resources:

1. Neighborhood Coalitions

Neighborhood coalitions are independent non-profit organizations which contract with the Office of Neighborhood Involvement to facilitate citizen participation services and related neighborhood crime prevention activities for the neighborhood associations and citizens within a geographically defined area. The board of each coalition is primarily composed of representatives from its member neighborhood associations. The City of Portland currently contains 7 Neighborhood Coalitions.

2. Neighborhood Leadership Training Workshops

The Office of Neighborhood Involvement Neighborhood Resource Center, partnering with the seven District Coalitions, provides workshops on at least various topics to assist neighborhood and community leaders on topics relating to how to build leadership skills and organizational capacity. Some of the workshop topics include:

- Building diverse neighborhoods, leadership and organizations
- Going Online: Creating an Online Strategy for you Organization
- Organizing the BIG Neighborhood Event
- ABC's of Land Use
- Making City Hall Work for You
- How to get that Grant

3. Neighborhood Small Grants Program

In 2009, the Neighborhood Small Grants Program will provide \$187,557 in small grants to neighborhood and community-based organizations. Grants are distributed through seven neighborhood District Coalitions. The goal of the program is to provide neighborhood and community organizations an opportunity to build community, attract new and diverse members and sustain those already involved. Grants support projects that:

- Build community in Neighborhood Associations and communities within the designated District Coalition's area.
- Build community in community-based organizations working with underrepresented populations within the designated District Coalition area.
- Show partnerships between Neighborhood Associations and community-based organizations within the designated District Coalition area.
- Show partnerships between Neighborhood Associations and under-represented organizations and communities within the designated District Coalition area.

4. Business Program

ONI's Business Program helps foster neighborhood and business association partnerships, serving as a liaison between businesses and their surrounding neighborhoods to promote connectivity and harmonious relationships between neighborhood and business associations.

5. Neighborhood Mediation Center

The Neighborhood Mediation Center helps Portland neighbors have productive conversations and work out peaceful solutions to everyday conflicts. The Center includes a dedicated team of volunteer and staff mediators who facilitate direct communication and problem-solving among the parties. Dispute resolution information, mediation training and meeting facilitation services are also provided to the community.

The Center is led by Resolutions Northwest, who offers no/low cost, confidential, and effective solutions to many common neighborhood disputes, such as:

- Neighborhood: noise, pets, property maintenance, nuisances, boundary disputes
- Interpersonal: harassment, threats, minor assaults
- Landlord/Tenant: repairs, damages, public safety, evictions
- Organizational: consultation and facilitation for neighborhood groups, churches, other public or private agencies

6. Diversity and Civic Leadership Program

Through the Diversity and Civic Leadership Program, ONI has several programs intended to expand opportunities for civic governance for underrepresented communities with the City of Portland and Neighborhood Associations. These include:

- *Diversity and Civic Leadership Organizing Project*: a capacity building program for underrepresented community-based organizations in order to increase constituent participation in the civic governance of the City; includes a budget of \$200,000 to be divided between three community organizations.
- *Diversity and Civic Leadership Academy*: a training program for emerging leaders in communities of color, immigrant, and refugee communities to expand civic involvement in the City of Portland; a contract for \$70,000 was awarded to Latino Network, to involve a minimum of 30 participants in eight trainings and two celebration events
- *Neighborhood and Community Engagement Initiative*: a capacity building project for neighborhood District Coalitions providing opportunities for Neighborhood Association leaders to engage and build relationships with under-represented communities and organizations; \$45,000 budget
- *Neighborhood Accessibility Fund*: a fund that will help build capacity for Portland Neighborhood Associations to make their activities and meetings more accessible for

those for whom child care, language, transportation or accessibility are a barrier to participation; pilot project with at \$30,000 budget

- Diversity and Civic Leadership Advisory Committee: an advisory group which reviews and advises ONI on programs related to diversity outreach

7. Disability Program

The mission of the Disability Program is to connect, support and encourage collaborative civic engagement between the people of the disability community, neighborhoods and city government. It includes the Portland Citizens Disability Advisory Committee (PCDAC) which engages in advocacy, public outreach communication, organization and implementation of disability-related events as well as educational activities to help carry out its commitment to inclusion, equality, justice, and freedom from discrimination for all persons with disabilities. PCDAC meets about twice per month.

8. Graffiti Abatement Program

ONI's Graffiti Abatement Program works with concerned neighbors and business owners to identify, report, and remove graffiti from public and private spaces.

Organization and Structure

City of Portland Office of Neighborhood Involvement operates on an annual budget of about \$7.3 million, of which approximately \$4 million is used for the Neighborhood Resource Center and its Programs. The Neighborhood Resource Center is staffed by between 10 and 12 FTE.

ONI and the Neighborhood Resource Center are housed within City of Portland's Neighborhood Involvement Bureau.

The Neighborhood Program Manager is Brian Hoop, who can be reached by phone at (503) 823-3075, or by email at bhoop@ci.portland.or.us. More information can be found at: <http://www.portlandonline.com/oni/index.cfm?c=28989>.