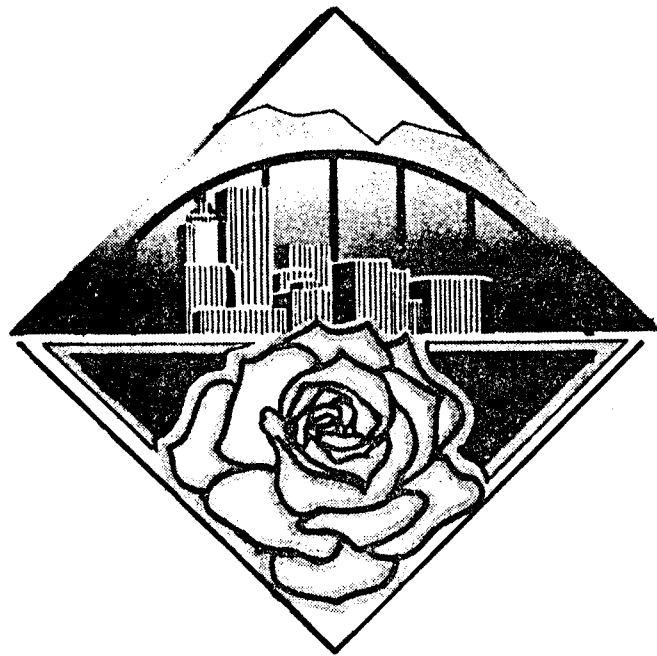


STRATEGIC PLAN



Debra McCabe

Portland Future Focus

Bridging to the New Century

Discussion Draft

TABLE OF CONTENTS

Introduction	5
Megatrends	13
Values	19
Futures	23
Strategic Goals	29
<hr/>	
Action Plans:	
Crime	39
Diversity	57
Economy	71
Education	85
Leadership	101
Managing Growth	113
<hr/>	
Bibliography	129
<hr/>	

INTRODUCTION

Portland has never been willing to accept any future that unfolds; citizens have always challenged themselves to shape their own destiny. Portland's nationally-famed livability is built on this foresight and planning.

In the 1970s, Portland made a commitment to build an active, 24-hour downtown. The city reclaimed one and a half miles of waterfront park space by moving a four-lane expressway. Instead of allowing an entire city block to remain surface parking lot, the community built Pioneer Courthouse Square, a downtown plaza, dubbed the city's "living room," a center for music, arts, recreation and political events in Portland. And Portland's transit mall integrates urban design, public art, and pedestrian walkways linked by mass transit to the rest of the metropolitan region. In the mid 1980s, Portland extended this vision beyond downtown to surrounding areas of the Central City. The Central City Plan involved over 1,000 citizens and focused the community's attention on east, northeast and northwest Portland as well as downtown. It envisions Portland as the region's economic and transportation center with an exhilarating natural and cultural environment, joined rather than divided by the Willamette River.

There are countless other examples of Portland's visionary spirit — from the creation of Forest and Washington parks to the establishment of Neighborhood Conservation Districts to the construction of the award-winning light rail transit system.

These efforts ensured that Portland would enter the 1990s with a thriving downtown, a clean environment and a healthy economy. Portland has achieved this high level of success through community planning. As the 1990s bring new challenges to our community, Portland Future Focus continues the tradition of visionary planning.

Portland Future Focus: Bridging to the New Century

Portland Future Focus, the city's first community-wide strategic planning process, is designed to plan for Portland's future in the face of the community's changing role in the state and region. The City Council created Portland Future Focus in April 1990 to develop a vision and a plan for the next decade. The planning process is led by a Policy Committee of 55 citizens. Although City government has provided the opportunity for this effort, business, citizen, educational, neighborhood, governmental and other interests are all equal and active partners.

Objectives

Portland Future Focus has five objectives:

- Educate the community about what the future holds . . . unless we change current trends.
- Create a vision of what Portlanders want their community to be in the next decade.
- Identify the major changes needed to achieve our community vision.
- Forge partnerships between governments, businesses, community organizations, and other interests to find solutions to common problems.
- Build an action plan for the next three to five years to be implemented by the community organizations most suited to accomplish necessary changes.

Why a Plan for Portland?

In the coming years, Portland will be influenced by a broad range of events and trends on the international, national, state, and local levels. These trends provide unique opportunities as well as threats to the community's historic livability.

Although the city will remain the region's economic and cultural center, rapid population and economic growth is occurring in the region, mostly outside Portland's boundaries. This is straining environmental quality, public infrastructure and social service delivery. Regional growth is increasingly forcing problems and policy issues across jurisdictional boundaries, requiring cooperation between the many governments and communities in the region.

Portland's minority, elderly, and special needs populations are growing at a faster rate than in the rest of the metropolitan region. These populations bring special skills and talents to the community, but they create new demands for employment, education and social services, and they can have a detrimental effect on neighborhood development and government funding.

At the same time, Portlanders are becoming increasingly concerned with protecting their quality of life. Environmental, cultural, and social issues have reached a new level of importance, and citizens are willing to sacrifice time and money to preserve Portland's livability.

Portland's economic base is diversifying, and Pacific Rim trade holds exciting opportunities for economic development. Preparation for and location of new jobs is a major issue for the community.

These changes pose tough questions for Portland. How do we ensure that all Portland residents have adequate housing, clothing and food? How can neighborhoods be strengthened to prevent pockets of poverty and blight in our city? What role should Portland play in regional decision making? Should Portland try to capture a larger share of the region's expected population and economic growth?

In the past, Portland has dominated the metropolitan region -- economically and politically. However, current and future growth will take place largely outside Portland's boundaries, and Portland's

political and economic power will decline. The community must define and understand its new role. In the past, Portland has not had a clear sense of its own interest or agenda in regional decision making.

Portland must define its interest as the central city in the region and cooperate with regional governments and organizations that have responsibilities in the urban area. Portland Future Focus has provided the forum for Portland to envision the future it wants and then take the actions required to achieve that future.

Process

Portland Future Focus has six major phases:

- *Scan the Environment* — The environmental scan examines community, regional, state, national and international trends. It is a base of information for the community to make informed choices about the future. Portland Future Focus also examined the results of the Civic Index process, completed in May 1990, which assessed Portland's civic infrastructure — the capacity to implement change in the community.
- *Survey Community Values* — A community-wide survey conducted in June 1990 identifies what citizens perceive as most important to preserve and cultivate in Portland.
- *Create a Community Vision* — The vision is a picture of what we would like Portland to be in the future. The vision drives all of the action plans.
- *Identify Strategic Goals* — Once the vision of a desired future was formed, the Policy Committee compared that vision to the probable future outlined in the environmental scan. The commit-

tee then identified 25 major areas of change needed to produce the desired future. Next it selected the six most critical goals Portland needs to accomplish to move toward its vision. Those strategic goals are to:

- Reduce crime, eliminate violence, and better support victims, beginning in high crime areas of the city.
 - Embrace diversity and eliminate bigotry.
 - Capitalize on Portland's location on the Pacific Rim and to increase trade.
 - Seek family-wage jobs for all residents and provide training to those who need it.
 - Graduate all children from high school with the ability to read, write, compute, and reason and with the skills enabling them to succeed in the work force or in post-secondary education.
 - Manage regional growth to provide efficient public services at the lowest reasonable cost, to improve environmental degradation, and to enhance the quality of life.
 - Build stronger, innovative, more responsive elected and citizen leadership.
- *Create Strategies and Actions* — After the Policy Committee selected the strategic goals, working groups were formed to draft specific strategies and action plans for each goal. Those who will be involved in the implementation of these plans participated in the working groups and recommended over 100 action steps.
 - *Implement the Action Plans* — Community institutions such as social service agencies, the Portland Metropolitan Chamber of Commerce, the City of Portland, United Way, Multnomah County, the Metropolitan Service District, the schools, and neighborhood associations will take responsibility for implementing specific steps of the action plans.

The Policy Committee first met on April 12, 1990. Since that time, it has identified the major trends affecting Portland, crafted a statement of community values, and established and tested a vision of Portland in the year 2000. Over 25,000 hours of time have been donated by community leaders to make this project successful.

Improving the Quality of Life

Portland Future Focus concentrated on issues for which Portland has never before planned. The Downtown Plan of 1972 was, in reality, an economic development and architectural design plan for downtown; the Central City Plan of 1987 extended the vision to the inner east side and was primarily a land use plan. Both efforts focused on bricks and mortar. The Civic Index of 1989 recommended some changes in the way institutions in the community conduct business, and primarily dealt with the way citizens relate to government and organizations.

Building on these past efforts, Portland Future Focus is a quality of life plan. The community is beginning to focus on children, on jobs, on housing, and on building a strong sense of community. The new partnerships being formed will make a difference for Portland and its people.

This plan will have positive impact on many aspects of life in our community. Small changes, made today, will lead to major differences in the future. The cumulative effect of this plan is impossible to predict, but the plan does contain many themes that suggest what the plan is likely to achieve.

- *Children and families must be the top priority for the community.* We can no longer allow any child to fall through the cracks; we must provide support for every child and struggling families. The action plans are designed to create a social, educational, economic and service infrastructure to support children and families throughout their

lives. Early childhood intervention programs, coordinated social services, living-wage employment, life-long education, adequate and affordable housing, and strong neighborhoods are all part of giving children and families the tools to succeed in the community. In addition, these services can help prevent a wide range of problems for individuals and the community such from unemployment and homelessness to truancy and crime.

- *Portland and the metropolitan region are interdependent.* In the past, Portland dominated the region politically and economically. In the future, growth in the suburbs will far outstrip growth in the central city. At the same time, the vast majority of urban issues and problems will cross jurisdictional boundaries. Neither Portland nor the region's cities and counties can continue to focus solely on their own interests if we are to maintain a high quality of life in the entire region. The role of the central city is changing. Portland will remain the center of culture and entertainment, but the majority of employment and population growth will take place elsewhere. Portland must provide a broad range of housing, retail goods, services and transportation for its own diverse population. In addition, Portland must convince the suburbs to accept their fair share of regional public services and costs. Suburban communities must provide housing for the people who work in their businesses, social services for the elderly and poor, and support for diverse ethnic, racial and social groups. Portland and regional cities must work together to provide adequate transit and transportation, to solve social service issues and to prevent environmental degradation. Only a regional focus and strong cooperation between jurisdictions can effectively solve the problems of the future.

- *Portlanders are very concerned about livability.* The people of Portland are increasingly concerned with preserving the high quality of life in their city and region. Both the survey conducted in June 1990 and the action plans indicate that people are willing to give up economic and population growth to retain a high level of environmental quality. The plans also reflect many of the other aspects of livability -- a rich, diverse arts community, commitment to each other and to the place we live, a strong sense of community, willingness to preserve historic buildings and parks, and a commitment to adequate social services
- *Appreciating the diversity of our citizens is critical.* In the coming years, Portland's population will be increasingly diverse, and Portland has the opportunity to build an international city that capitalizes on the wealth of talents and addresses social challenges openly. In ten years, Portland's workforce will look different. The average age of workers will rise, women and minorities will play a larger role, and the number of young people entering the work force will shrink. These action plans call for a better understanding of social and cultural differences, better education of all students, and increasing leadership role for people of diverse backgrounds.
- *Better coordination of services and programs is vital.* Many different groups or organizations in the city plan for or provide the same services, a circumstance that can create either gaps or overlap in the help that is available to citizens. These action plans all call for better coordination of services. They also begin to define which actions should be initiated by governments, non-profit organizations, businesses, or citizen groups. As resources from federal, state and local governments decline, this focused approach will help Portland make better use of its resources.

Results of the Planning Process

One of the remarkable things about Portland Future Focus is that it is getting to the root of issues in Portland rather than dealing with just the symptoms of current problems. There are important results of this planning process

First, new partnerships are being built among community leaders. Participants in the process are demonstrating a high level of dedication to implementing the action plans by committing resources — time, money, and staff — to this effort. These community organizations feel positive about their ability to create rather than accept the future of the community.

Second, the action plans themselves contain "milestones" for measuring the success of each plan. Progress may be measured through statistical data, through verification by experts or through community consensus. Most importantly, each action step in this process includes measurements that will determine either the success of the action or a need to modify the plan.

Third, conversation and debate on the issues that will affect Portland in the future have created a new level of understanding among citizens about the major issues facing the community. The issues raised by this project have been consistently validated as important concerns for Portland's citizens. The Policy Committee commissioned a survey of the values of Portland citizens and learned that Portlanders most value the environment and natural surroundings, education, and a crime-free city. These results were very close to those of a survey conducted in 1983 as part of the Central City Plan.

Fourth, broad public involvement in the plan will help ensure its implementation. The range of public involvement is impressive. The Policy Committee represents not only traditional government, business, educational and civic interests but also ethnic, environmental, and arts interests. During the working group process, over 100 citizens donated two to four hours every week by participating on the working groups that developed action plans for the six strategic goals. Members of the Policy Committee and working groups have made a commitment to each other to see that the plan they are developing is implemented. These leaders and citizens will become advocates for Portland's future, ensuring that positive, future-oriented change takes place in the community.

Fifth, the community has begun to build and strengthen partnerships between organizations that have a stake in the community's future. This will lead to greater cooperation between agencies that provide similar services; to a better definition of the roles of government, citizens and the private sector; and to a consensus among organizations about the major issues and challenges our community will face over the next decade.

Finally, the community has created a plan that is built on both the aspirations and hopes of its citizens and on an understanding of the major forces shaping our community. This plan is designed to help Portland focus precious resources on the key issues and trends that have the most dramatic effect on the community. It is a tool to help Portlanders achieve their vision by anticipating the way different trends affect the community and meeting the demands created by trends. And because trends will change, the plan must also change. Action steps and strategies will need to be reviewed and revised to keep the community focused on reaching its vision of the preferred future.

Implementation

The work of Portland Future Focus does not end with the release of this plan. A wide variety of community organizations will be working over the next three to five years to set their action steps in motion. In addition, an Implementation Committee of citizens will champion the plan. This committee will be charged not only with monitoring the action steps but also with coordinating any changes to the plan. As currently envisioned, subcommittees of the Implementation Committee will be formed oversee each of the six action plans. These subcommittees will work closely with organizations to facilitate implementation. The implementation phase must be a dynamic process of interaction between the community, implementing organizations and the Implementation Committee.

MEGATRENDS

*I*n the coming years, Portland will be affected by a wide variety of national, international, state, regional and community events and trends. These trends and events provide the context of change in our community. They define the challenges and opportunities our community will face as it plans for the future.

In April 1990, the Policy Committee reviewed the Environmental Scan, a detailed picture of Portland's recent past, its present and the trends shaping its future. The scan summarized the major trends expected to impact Portland and raised questions concerning the overall effect of these trends on our community. Some of the trends challenge us to think about community issues in different ways; other hint at entirely new concerns that have yet to become major issues for our community's future. What the scan points out is that Portland is entering a new era of sustained, event-filled change.

After a full formal session on the scan and a series of six workshops, the Policy Committee began to identify the trends that will have the greatest impact on our community. These trends will be so broad and powerful that their impact will cut across all aspects of life in Portland. These trends, sometimes called megatrends, are an invitation to Portland to create a future that reflects our very highest dreams.

The following megatrends were identified by the Policy Committee as the key forces that will create our probable future.

1. In both numbers and percentages, Portland has more minorities, elderly, and special needs residents than the rest of the region. Moreover, these populations are growing faster in Portland than they are in the balance of the region.

- a. In 1982 the City of Portland contained 34 percent of the population in the tri-county region. However, Portland had 53 percent of the region's public assistance recipients, 43 percent of the people below the poverty line, and 60 percent of people registered as unemployed. Portland also had higher concentrations of homeless and fixed-income residents.
- b. In 1980 minorities represented 8 percent of the region's population, but almost 15 percent of Portland's population. Nearly 55 percent of the minority population in the region lived in Portland. Between 1980 and 1987 minority populations in Portland increased by 30 percent.
- c. Between 1989 and 2010, the 65-and-older population will grow by more than 20,000 persons and represent over 18 percent of Portland's population. Portland's older population is 42 percent larger than most cities. The median age of Portland's population is two years older than the rest of the region.

2. Population and employment are growing rapidly in the region, primarily outside Portland. This growth is straining environmental quality as well as public infrastructure and service systems throughout the region.

- a. The region's population is projected to grow by 500,000 before 2010. Multnomah County will account for only 13.6 percent of that growth, and Portland, only 3 percent.

b. Nearly 75 percent of the region's employment growth since 1970 has taken place outside the city of Portland. Approximately 70 percent of the region's employment growth between now and 2010 will take place in Clackamas, Clark, and Washington counties.

c. Portland will account for a decreasing share of the region's housing supply. In 1980, Portland had 36 percent of the region's housing. By 2010 Portland will have 30 percent. The three suburban counties will absorb 81.6 percent of the region's new housing.

d. Between 1987 and 2005, the total number of vehicle trips will increase by 42 percent. The total number of commuter trips will increase by 33 percent to 1.15 million. This will have a major impact on the area's air quality.

3. The nature of the region's economy is changing. The service sector is becoming a major force in the economy, smaller employers are providing most of the new jobs, work is becoming more information intensive, and both markets and competition have become global in scope.

- a. Approximately 70 percent of the jobs created in Portland between now and 2010 will be in the retail, service, and government sectors.
- b. Nationally, small businesses created 85 percent of new manufacturing jobs in the 1980s. Oregon has more small businesses per capita than any other state. An estimated 79 percent of Oregon businesses have under 10 employees.

- c. Between 1960 and 1988 the value of imports and exports shipped through Oregon's Custom's district increased by a factor of 18.
 - d. Today, 35 percent of all workers in the United States are in information industries. By 2000 there will be 44 percent.
- 4. Public and private sector problems and policy issues affecting them have become increasingly regional in nature and require regional solutions.**
- a. Regional growth is creating changes in the way both the public and the private sector cope with infrastructure needs and environmental quality problems. Air and water quality, economic development, and transportation are becoming regional problems.
 - b. A number of planning processes are elevating issues such as parks, open space, human services, and arts and culture to the regional level.
- 5. At a time when there is increased demand for public services, paying for those services has been made difficult by new limitations imposed on local revenue sources and by reduced federal support to state and local jurisdictions.**
- a. On November 6, 1990, Oregon voters approved Ballot Measure 5 which amends the Oregon Constitution to force local governments to reduce property taxes to no more than \$15 per \$1,000 of assessed value by 1995. Local jurisdictions are prevented from taxing more than \$10 per \$1,000 and schools must reduce rates to no more than \$5 per \$1,000. The State of Oregon is required to fund the schools through 1996, which will result in large cuts in state programs. However, this will not replace dollar-for-dollar funds lost by many school districts.
- b. The federal investment in clean air, ground and water transportation, and mass transit declined almost 20 percent from 1980 to 1991. The White House predicts another 10 percent reduction by 1995.
 - c. Federal funding for human services decreased 63 percent in the 1980s.
 - d. State and federal policy makers will continue to impose costly requirements on local governments without corresponding financial assistance to defray those costs. At the same time special interest groups can be expected to press for state legislation to limit local government authority.
 - e. Portland's non-property tax revenue sources -- user and franchise fees and business income fees -- are rapidly approaching their limits, and citizens are already seeking ways to limit their tax burden.
 - f. Portland and other local governments in the region will continue to compete for finite sources of local government revenue. With the passage of the property tax limitation measure, this problem has worsened.
- 6. There are increasing expectations, demands, and reliance on all levels of the educational system.**
- a. Women will make up 63 percent of all new labor market entrants in the year 2000. In Oregon, there is only one licensed or registered day care space for every six children who need care. 50,000 school-age children in Oregon are unsupervised during non-school hours.

- b. Federal and state governments continue to mandate special services for disadvantaged populations -- even prior to formal school enrollment.
 - c. Enrollments in special service programs have increased during the last five years at a faster rate than district-wide enrollments.
 - d. New work environment demands will require different educational preparation. The skills most in demand in the modern workforce are high levels of literacy, communication skills, and the ability to learn.
 - e. Within the next five years, 75 percent of new entry-level jobs will require some post-secondary education.
- 7. There is an increasing commitment and willingness to preserve and restore environmental quality.**
- a. New building codes will require increased energy efficiency in residential and commercial buildings.
 - b. Public awareness of continuing stream and groundwater pollution has accelerated the demand to address water quality problems. A 1989 survey indicated that a large portion of people surveyed would support a \$5-per-month water service increase to enhance the area's water quality.
 - c. In a June 1990 survey, Portland residents indicated that protection of environmental quality is more important to them than new economic development.
- 8. The community is increasingly aware of the benefit of protecting the quality of life.**
- a. Major planning efforts such as the Metropolitan Parks plan and Arts Plan 2000 Plus are designed to enhance recreation and arts in the region.
 - b. The passage of Measure 26-1, approving a bond issue to help fund West Side light rail, indicates that the region's residents are willing to finance transit to reduce transportation congestion and to improve air quality.
- 9. The gap between Portland's haves and have-nots continues to widen. The number of working and non-working poor continues to grow.**
- a. In 1982, Portland's population was 34 percent of the tri-county region. However, 43 percent of people below the poverty level lived in Portland. Sixty percent percent of tri-county residents registered as unemployed lived in Multnomah County, and 80 percent of the region's unemployed minorities lived in this county.
 - b. Income in Portland lags behind the rest of the region on both a per capita and family basis. Suburban development has attracted a large portion of the middle class. During the 1980s, per capita income in both Washington and Clackamas counties surpassed that in Multnomah County. This gap is likely to grow.

10. Portland is impacted by changes in the family structure, the roles of women, and the values and behavior of youth.

- a. Single-person and single-head-of-household families are increasing dramatically. Since 1950 the number of single-person households has increased from 17 to 36 percent.
- b. In 1986, women represented over 70 percent of single-parent heads of households living in poverty. While women made up 45 percent of the work force, they held 65 percent of all minimum-wage jobs.
- c. The number of children born to single mothers increased 22 percent between 1983 and 1988. These children are twice as likely to have low birth weight (which correlates strongly with developmental problems) and to come from families receiving public assistance.
- d. Juveniles account for 24 percent of all arrests for crimes against persons and property. The number of young people committing crimes is generally declining, but young people are committing more serious crimes.

VALUES

*I*n May 1990 a survey of over 400 Portland residents was conducted to determine what Portlanders feel are the community's key strengths and weaknesses. Similar to past results, the survey revealed Portlanders most value the environment and natural surroundings, education and a crime-free city.

The results of this survey were used to craft the following statement of community values. The values are positive statements about what our community should or does strive for. The values are not problems, issues or statements about services.

The values provide a touchstone for all of the work of Portland Future Focus. The probable future of Portland, as depicted by the trends, was contrasted with the values statements, and the result was the statement of the preferred future. The action plans also reflect community consensus about how to build a future that is compatible with our values.

This values statement reflects Portlanders' aspirations for their community. Although many communities may value similar qualities, these are the attributes that make Portland a special place. They represent the essence of our community and the things that make it special.

We the citizens of Portland set forth in these values our hopes and aspirations for the future of our community. We affirm the worth and dignity of each person and the right of each person to grow and prosper. We recognize the special excellence of our environment and quality of life and the responsibility of each member of the community to preserve and enhance it. We believe our community flourishes through vigorous economic, educational, social, and cultural initiative. We support a global perspective and partnerships beyond our boundaries. These values are the foundation of life in our community for this and future generations.

Balanced Development

We value Portland's physical development and renewal while recognizing that future growth should maintain a commitment to human scale, our architectural heritage, resource conservation, the environment, and neighborhoods. We value planned growth which provides for efficient, adequate infrastructure and public services.

Creative Freedom

We value a creative climate that encourages innovation, development of creative capabilities, and a free and stimulating exchange of ideas.

Cultural Vitality

We value the social, economic, and creative contributions made to our quality of life by diverse and accessible public arts, cultural activities, and community events.

Diversity

We value an open and friendly community that is free from bigotry and intimidation. We value a community that welcomes and respects the individuality, unique talents, and contributions of all people regardless of age, race, gender, ethnicity, sexual orientation, religion, physical or mental ability, or financial means.

Economic Vitality

We value a strong, varied, adaptive, and globally-based economy that is compatible with the community's environmental values. We value an economy that creates community wealth and supports public and private facilities and services. We value an economy that provides employment and economic choices for individuals and families.

Education

We value quality education that enables all residents to reach their full potential as individuals, workers, and citizens. We also value the social, economic, and civic contributions of strong, integrated systems of education.

Good Government

We value open, honest government that is responsive to its citizens. We value strong, creative leadership by elected officials and private citizens willing to empower and work with the entire community to shape Portland's future. We value cooperative approaches to problems that extend beyond Portland's boundaries.

Personal Well-Being

We value the right of all Portland citizens to physical, mental, and emotional well-being, including adequate food, clothing, housing, transportation, health care, and security of person and property.

Quality Urban Environment

We value the beauty and accessibility of our natural surroundings. We embrace a commitment to preserve and enhance the quality of our air, water, land, open space, wildlife, and wildlife habitat. We value an urban environment enhanced by parks, natural areas, and recreational opportunities that are accessible to all citizens.

Sense of Community

We value a city of healthy, vigorous neighborhoods where residents participate in community life and feel a sense of belonging and involvement.

FUTURES

After identifying the key trends and their likely outcomes, the Policy Committee developed a portrait of what Portland would look like in the year 2000 if nothing is done to alter the impacts of the trends. This portrait, called the probable future, assumes that the community will operate largely as it does today.

The probable future was then tested against the statement of community values to find out whether it was compatible with the community's highest aspirations. Are the likely outcome of trends complementary to the things we cherish as a community? If not, what should be changed? The answers to these questions were used to develop Portland's preferred future.

The preferred future is a picture of what Portland could achieve in the next decade. With careful planning and concerted effort, the community can alter the effects of trends to build a stronger community. In addition, the preferred future is a vision for the future built by consensus. The community has shared in the creation of the vision just as it will share in the implementation of the action plans designed to achieve that vision.

Portland is unique because it has tied the creation of its preferred future to action plans. Many cities have done strategic planning, but few have a shared vision to drive their goals and action plans. The preferred future provides a baseline for measuring the success of the overall strategic plan.

Probable Future

In the year 2000, Portland has coasted on the achievements of the 1970s and 1980s but has failed to develop the vision and momentum necessary to meet the challenges of the next century. The quality of life in our city and region has declined over the last ten years, although Portland is still considered one of the most liveable cities in the country. Governments, schools, business and other community organizations have formed partnerships to solve community problems. However, the community lacks a clear sense of priorities or a sufficient pool of resources.

Portland's elderly, minority, low-income and special needs populations are growing. They bring special skills and talents to Portland, but the community has failed to capitalize on these benefits.

Portland is home to a larger share of special needs residents than other cities in the region because of available social services and treatment programs and because Portland is the only city in the region with an adequate stock of affordable housing. Some of these residents live in concentrated areas of the city and place higher demands on all public service systems. This contributes to higher taxes, a growing number of working poor, and neighborhood deterioration. Housing, schools, and parks in these areas of the city are substandard. Crime remains an especially difficult problem in these areas of Portland.

People have become frustrated with the inability of the education system to meet economic and social demands. The kindergarten through high school system has a high rate of dropouts, especially among minority students. Many students graduate without learning to effectively read, write, compute, and reason. These students are unprepared for current work force demands and cannot compete for well paying jobs. Access to post-secondary education is limited. The Oregon Health Sciences University has expanded its role as a research institution. The region is served by a network of higher education institutions, but graduate programs and research are hindered by lack of facilities, the inability to attract high-quality faculty, and insufficient funding. Portland State University provides public service, research, and graduate programs but has failed to achieve a role as the public flagship of the region's higher education system.

Portland has maintained its economic position relative to other cities on the West Coast. The economic base is more diversified and still dependent on small business. However, the public decision-making process has impeded economic development. Environmental issues are seen as increasing the cost of business. Portland has high numbers of poorly educated people who cannot fill new knowledge-based jobs.

Portland has begun feeling the impacts of rapid regional growth. The Urban Growth Boundary has been expanded, and the availability of cheaper land outside Portland has slowed development and redevelopment within the city. Regional infrastructure is inadequate. Local governments are stymied by the lack of effective planning, ineffective service delivery, and government structure, taxpayer revolts, and

the high cost of serving new growth. The stress of growth has created a strong, anti-growth movement. Many people have moved back into Portland to avoid long commutes to work and to take advantage of the amenities of the central city.

Portland has completed west-side light rail and has begun work on the Clackamas County link. However, both population growth and the inefficient development of land have left the region overly dependent on the automobile. Air quality is jeopardized by increased commuter traffic and the lack of sufficient mass transit in the outlying areas. Roads are congested and poorly maintained.

Although the central city remains the center of the region's artistic and recreational activities, economic and population growth in the periphery has decreased the importance of the central city. Many arts organizations have disbanded because of unstable funding, and high ticket prices for arts and community events limit access. The community has failed to add to and properly maintain its parks. Not all areas of the city have adequate recreational programs, parks, or open space.

Preferred Future

In the year 2000, Portland has a rich urban environment that blends respect for the environment, our history, and cultural diversity and makes it one of the most attractive cities in the nation. Portland remains the core of the region's economy, arts, recreational programs, and community events. The community's innovative approaches to problem-solving and strong partnerships between government, schools, business, and community organizations have helped the community set priorities and effectively direct limited resources to solve the most pressing problems.

Portland considers education among its highest priorities. Portland leads the nation with the lowest dropout and highest literacy rates. The school system has developed curriculum appropriate to different cultures and needs, and each student receives a high-quality education. Portland attracts high-quality faculty at all levels. Access to post-secondary education has been improved. The Oregon Health Sciences University has gained national recognition as a research and graduate training institution. Portland State University has become the flagship higher education institution in the region. The region's network of higher education facilities provide expanded graduate programs and support research, technology transfer, and economic development. Business finds well-educated, talented workers among graduates of Portland's institutions.

Portland has capitalized on the globalization of business and is a West Coast leader in Pacific Rim trade. Support for small business creation and development has strengthened Portland's diverse economic base and provides family-wage jobs for Portlanders. Appreciating Portland's high quality of life, business has invested in pollution prevention, waste reduction, and energy conservation. Businesses recognize the special quality of Portland's environment and incorporate open space and natural areas into development projects. Business development efforts are stimulated by a clear, streamlined public policy and permit system.

Portland's diverse populations have become economic, cultural, and social assets and are integrated into all areas of the city. The human service system, in cooperation with schools, government and business, is effectively providing services to support people with special needs. Cooperation among city government, neighborhoods, and the business community has resulted in increased rehabilitation of existing housing, construction of affordable housing, and development of vacant land. Neighborhoods are distinct and strong, and there is a wide range of housing options. Through regional cooperation, the suburbs are supporting a larger share of the region's dependent populations. Crime has decreased, especially in the poorer areas of the city.

Regional growth has been effectively managed and has resulted in the efficient use of land. Regional planning and cooperation maintains the central city and other downtowns throughout the region, supports efficient municipal infrastructure, and enhances open space, natural areas, and parks. A strong regional government, based on neighborhood and city governments, has emerged and provides appropriate services to the metropolitan area. The

region has a coordinated transportation network that includes efficient mass transit and well-maintained streets and roads. Public and private initiatives have resulted in cleaner air and water.

Portland remains unique in the nation for its accessible urban environment including parks, open space, and natural areas. Portland is respected nationally as an incubator of high-quality arts. Diverse cultural and community events are accessible to all citizens. The community supports a wide range of recreational programs for all ages and has maintained and expanded its nationally famous system of parks. Open spaces and natural area systems provide close-to-home recreational activities for all people.

STRATEGIC GOALS

After drafting the statements of possible futures, the Policy Committee contrasted the preferred and probable futures and identified over twenty gaps between where the community is heading and where citizens would like to go.

In November, the committee drafted statements of strategic goals that need to be achieved to close those gaps. Twenty-five goals that touch many aspects of life in the community were agreed on.

These twenty five strategic goals represent the heart of the Portland Future Focus effort. If this community is to make its preferred vision happen, each of these goals must be achieved.

In November, the Policy Committee selected six of these goals to work on that they felt were not being adequately planned for by other community organizations. However, none of these goals should be considered more important than any others. The following are the statements of the twenty-five goals, and a short statement explaining their significance for Portland's future.

W. Make certain that the strategic plan of Portland Future Focus is implemented in the community (process goal).

Those who have participated in the Portland Future Focus process must see that their efforts do not conclude when the final planning report is issued. They should insist that the shared vision of the future and the recommendations growing from this planning process are carried into the day-to-day life and business of the community.

A. Build stronger civic and political leadership.

Effective leadership at both grass roots and institutional levels is vital to healthy communities. Leadership talent must be consciously nurtured in community organizations as well as city and regional governments. To do this, civic and political organizations must provide leadership opportunities and training.

V. Reduce crime, eliminate violence, and better support victims, beginning in high-crime areas of the city.

Portland's crime rate in the late 1980s exceeded Miami, Cleveland, and Washington, D.C. Violent crimes, hate crimes and crimes related to drugs and gangs make up an increasing share of criminal activity in Portland.

These higher crime rates and the changing nature of crime in Portland require more than additional police personnel and jails. We must assess actual victimization levels and work with neighborhoods to implement crime prevention programs. Adequate social services, drug and alcohol treatment, and youth programs will be critical components of crime prevention and reduction. Programs should be focused on those areas of the city that

suffer the highest crime rates. Inner northeast Portland in particular needs adequate jobs, safe and affordable housing, constructive activities for youth, and community-based prevention programs. Resources must be shifted from law enforcement to programs that address crime prevention and the economic and social factors that create crime.

G. Capitalize on Portland's location on the Pacific Rim and increase international trade.

The global economy is growing and shifting westward. The value of Pacific Ocean trade has overtaken that of Atlantic Ocean trade, and the economies of east Asia are the most dynamic in the world. The Port of Portland is the largest volume export port on the West Coast and is the third largest total volume port. Portland's location on the Pacific Rim and the Port of Portland's facilities provide excellent opportunities for further expansion of export industries, investments, and travel. We must take advantage of these opportunities.

T. Value children and help them achieve their full potential.

Services which enhance the health, safety, self-esteem, and skills of children represent the region's best long-term investment. Crime, unemployment, illiteracy, and poverty are just a few consequences of failing to meet the needs of all children. Portland can no longer afford to allow any of its children to fall through the cracks.

E. To embrace and celebrate diversity and eliminate bigotry, enhancing the sense of community.

In the coming years changes in the demographic makeup of Portland and its work force will require that the people who live and work here accept and value the differences in their fellow citizens and workers. It will be important to the economic health of our city for us to get along with one another and to work well together. Our world is increasingly a "global village." If we want to adequately prepare our children to operate effectively within that village, we must prepare them to live and work with people different from themselves. To do this, we must make a concerted effort to alter those attitudes about differences which create ill will and conflict. Portland should be known as an open and friendly community that welcomes and respects the individuality, unique talents, and contributions of all people regardless of age, race, gender, ethnicity, sexual orientation, religion, national origin, physical or mental ability, or financial means.

U. Graduate all children from high school with skills enabling them to succeed in the work force or in post secondary education, including fundamental ability to read, write, compute, and reason.

Portland must strengthen its opportunities in the new global economy with well educated and well trained workers. Wages for high school graduates have dropped 40 percent over the past 15 years. Once-high-wage jobs that require relatively low skills have shifted abroad to low-wage countries. At the same time, advanced technology is placing a premium on individuals with fundamental skills in communications, problem-solving and teamwork, and on people with specific capabilities in math, science, and technology.

B. Restructure government within the region to more effectively address regional service needs.

Many of the issues raised by rapid regional growth cross boundaries of long-established governments and service districts. In addition, the needs of the metropolitan areas are different from those in surrounding rural areas, even if both city and country fall within the same government jurisdiction. As it grows into a continuous metropolitan area the Portland region needs a government that is equipped to deal with urban needs on a region-wide basis. Those services that have a regional constituency, such as solid waste management, human services, or operation of recreational facilities, should be supported by an equitable regional tax base.

L. Manage regional growth to provide effective public services at the lowest responsible cost, to improve environmental quality, and to enhance the quality of life.

If uncontrolled growth occurs in the metropolitan region, Portland will feel its adverse impact as much as the suburban communities where such growth is likely to occur. Portland must work cooperatively with other regional governments to adopt regional strategies that prevent sprawl development, reduce unnecessary demands on public infrastructure and services, and protect the region's environment. To do this, the City should:

- Support expansion of the mass transit system to accommodate as much of the region's growing transportation needs as possible.
- Focus growth on the Central City and protect the Urban Growth Boundary.

- Work to reduce the number of governments in the region and consolidate public services to improve their quality, ensure equitable service levels across the region, and control costs borne by the taxpayers.
- Address issues, whenever possible, on a regional basis.

J. Establish a stronger system of higher education to meet the region's need for accessible education, expanded graduate programs, high quality research, technology transfer, and economic development.

The Portland metropolitan area has a wide array of post secondary institutions which individually have great strengths. However, as now constituted, they are too fragmented and unfocused to meet the needs of the region. In addition, Portland lags behind most metropolitan areas in degrees granted at the undergraduate and graduate level and in funding for research and development. As a region we are losing opportunities to attract businesses, retrain workers, and become a center of excellence on the West Coast. The community should support the recommendations recently issued by the Governor's Commission on Higher Education in the Portland Metropolitan Area. The proposals include linking post-secondary institutions in the region, designating Portland State University as an "urban grant" university, and making community colleges full partners in post-secondary education.

I. Implement alternatives to the automobile in the region.

The Portland metropolitan region can be a national leader in taming the automobile. The area's quality of life, environment and neighborhood livability

are at stake. Policy makers and planners must continue their efforts to make the metropolitan region a pedestrian-friendly place to live and work, and to contain traffic, pollution, and congestion.

Y. Retain and continue to develop the unique character of Portland as a major metropolitan area.

Portland is recognized as one of the most livable cities in the United States. This livability stems from conscious efforts to shape our urban environment through such means as the Downtown Plan, the Central City Plan, light rail, and various civic development projects. Portland must continue to shape its urban landscape and preserve the qualities that make it unique: its architectural character, pedestrian access, cultural diversity, beautiful parks, strong neighborhoods, vistas and open spaces, convenient transit, public art, and proximity of housing to jobs.

K. Preserve and expand Portland's system of parks, open space and natural areas.

Excellent parks and outdoor recreation facilities are hallmarks of Portland and a part of its legacy. Parks provide access to the outdoors, facilities for recreation, open space for visual and environmental cushioning of urban development, and habitat for wildlife within the urban area. However, over the past two decades, support for parks has not kept pace with the city's needs. Portland should seek now partnerships between government, business, and neighborhood organizations to acquire new parks in Southwest Portland and newly annexed areas and it should support repair and restoration of existing parks. New athletic facilities are needed to support high demand in Northeast, Southwest, and

East Portland. Several programs are under way to plan for future park needs. In particular, the Metropolitan Greenspaces program is designed to link wildlife habitat, natural areas, and foot trails throughout the four-county region. Portland is participating in this effort and should continue to support planning and acquisition of green spaces.

D. Make full use of the talents of the elderly and provide excellent human services for them.

The community should utilize the knowledge, energy, and resources that seniors can contribute. At the same time, as the percentage of the elderly in the population increases, an assortment of technologies, services and environments must be "retrofitted" to match their changing needs. It should be a top priority to provide seniors safety in public and private places, opportunities for life-long learning, affordable and convenient housing, accessible transportation, and compassionate, expert medical care.

Q. Maintain Portland as the vibrant core of the region's commercial and cultural life.

The dense concentration of office and retail space, restaurants, movie houses, museums and galleries, performing arts facilities, parks, and housing in the central city will continue to attract people to live, work, play, and visit in Portland. A pedestrian-oriented downtown, quality urban design, public art, and a rich variety of amenities, services and activities contributes to Portland's unique character and attractiveness. These qualities must be maintained.

O. Provide an adequate variety and supply of safe, decent, affordable housing.

The condition, diversity, and affordability of housing are important indices of Portland's quality of life. Housing in Portland is characterized by rising prices, low vacancy rates in rental housing, and aging housing stock in need of restoration or replacement. These trends threaten to place decent, affordable housing beyond the reach of too many low-income individuals and families. Community leaders and public officials must take the initiative to see that quality housing is available to people of all income levels in Portland.

X. Encourage the conservation of resources and energy.

Regional population growth will place high demand on limited supplies of electricity and petroleum energy. Increased consumption of energy will be harmful to the environment. Alternative fuels, more efficient cars and automobiles, improved building codes, and the use of telecommuting can help Portland conserve energy. The city can promote energy conservation through the policy and regulatory powers it exercises over building codes, zoning, solid waste disposal, and transportation planning. Businesses, schools, utilities, and others throughout the community must work cooperatively to increase energy efficiency.

P. Ensure that each neighborhood is healthy and vigorous.

The well-being of the city starts with the condition of its neighborhoods. City and community leaders should support healthy neighborhoods by promoting safe and decent housing, economic activity that provides well paying jobs, crime prevention and control, quality schools and children's services, successful small businesses in neighborhood

commercial zones, transportation alternatives to the automobile, recreation opportunities through parks, park programs and open space, diversity of the resident population, and strong neighborhood-based organizations.

H. Restructure local government financing to provide adequate funding for needed services.

Even before passage of Ballot Measure 5, which reduces property taxes and their revenues significantly, local governments were struggling to finance local services. The property tax was heavily overloaded and virtually the entire local funding source for schools. Cities and counties are responsible for supporting economic development but have little access to state revenues that grow with the economy. The state, on the other hand, has received increased income tax revenue from growth but has not had to provide the schools, infrastructure or local services to support development and growth.

As the Portland region faces rapid population growth and increasingly costly services to support it, local government services must keep pace with these costs. Any new replacement revenue in the region must be responsive to growth and can only be adopted on a regional basis.

F. Enhance Portland's quality of life through diverse arts and through cultural and community events that are accessible to all residents.

A flourishing cultural life enriches a community by nurturing creative talent, providing alternative activities for youth, promoting neighborhood involvement and pride, and providing creative forums to address societal issues. Cultural vitality also creates jobs, promotes private investment in public amenities, enhances the city's image, helps attract businesses, promotes the hospitality industry, and contributes to business district and neighborhood stability. The less tangible benefits may be even more important. The arts compel us to think,

to comprehend, to express, and to act. It is in the community's interest to enhance the financial stability of the arts.

C. Enable citizens with special needs to live and receive a full range of services throughout the region.

Most of the region's human and medical services and inexpensive (and subsidized) housing are located within Portland. Many people who work in Clackamas and Washington counties at low-wage jobs live in Portland because they cannot afford suburban housing. If this pattern continues, Portland will experience increasing pockets of poverty and blight in the city. Affordable housing and services for the poor and people with handicaps or special medical needs should be available in all regional communities. In addition, suburban cities and counties should bear a proportionate share of the costs of providing these vital services.

R. Seek family wage jobs for all residents and provide necessary job training for residents who need it.

During the 1980s per capita income in both Washington and Clackamas Counties surpassed per capita income in Portland. Metro projects that the gap in per capita income between Portland and the suburbs will continue to grow in the next 10 years. Revolutionary changes in technology and the globalization of the economy are placing a premium on a highly skilled work force. In this new economy only those with superior job skills will be well paid. To be competitive Portland must retain, grow, and recruit targeted industries that provide skilled family wage jobs. At the same time it must provide superior job-related education and training programs that address the needs of these industries.

N. Foster new and existing small businesses.

More than 70 percent of Oregon's jobs are supplied by companies with less than 100 employees. During the 1980s very small firms -- those with less than 20 employees -- created most of the new jobs. Large companies, as a whole, have lost employment throughout this decade. Thus, small businesses represent a strategic opportunity for new employment. Planning for the next decade, Portland must address the needs of small business.

M. Support environmentally clean primary industries that provide family wage jobs.

The past two decades Oregonians have been committed to nurturing and sustaining Oregon's environmental quality and overall quality of life while sustaining economic growth. Portland's attractive physical environment and well planned urban and open spaces offer a strong competitive advantage as we attempt to keep and attract entrepreneurs, professionals, and firms that will drive the economy in the future. The city must maintain its unique livable quality while it seeks to keep and attract primary industries that provide jobs with incomes adequate to support families.

S. See that recreational opportunities are accessible to all citizens.

Recreation provides numerous benefits to the city's citizens, including education, health and fitness, support for youth and families, cultural awareness, and exposure to and participation in the arts. Portland will be challenged to provide accessible recreation programs to all people as the costs of recreation rise and as people have less disposable income to spend on recreation. Although the private sector provides a wide variety of recreational offerings, government should consider providing or stimulating services that are either not otherwise offered or not affordable to everyone. Access to recreation is particularly important to youth, the elderly, low-income families, and citizens with special needs. Recreation planning should be coordinated with the schools, and efforts should be made to protect parks and parks programs for the use of children, youth, and families.

ACTION PLANS

CRIME ACTION PLAN

Goal

Reduce crime, eliminate violence, and better support victims, beginning in high-crime areas of the city.

Portland's crime rate in the late 1980s exceeded Miami, Cleveland, and Washington, D.C. Violent crimes, hate crimes and crimes related to drugs and gangs make up an increasing share of criminal activity in Portland.

These higher crime rates and the changing nature of crime in Portland require more than additional police personnel and jails. We must assess actual victimization levels and work with neighborhoods to implement crime prevention programs. Adequate social services, drug and alcohol treatment, and youth programs will be critical components of crime prevention and reduction. Programs should be focused on those areas of the city that suffer the highest crime rates. Inner northeast Portland in particular needs adequate jobs, safe and affordable housing, constructive activities for youth, and community-based prevention programs. Some resources must be shifted from law enforcement to programs that address crime prevention and the economic and social factors that create crime.

Vision

Portland will be perceived by its citizens as a desirable place to live, raise families, and pursue education and job opportunities. The community will celebrate its cultural diversity. People will feel safe in their homes and neighborhoods. Offenders will be held accountable for their actions, and the community will recognize the harm caused to victims and the community by criminal activity. Youth will have hope for the future and a sense of responsibility to the community.

Rationale

The long-term aim of this plan is to lay a foundation to keep crime from recurring. The programs and strategies are designed to change, over a long period of time, the underlying attitudes and circumstances that lead to crime. Yet without continuing efforts to control crime, this community will not be in a position to promote the vision contained in this plan.

The root causes of crime lie in conditions of poverty, domestic violence, child abuse, substance abuse, lack of access to prevention and treatment programs, inadequate education, unemployment, low job skills, lack of coordination among existing programs, poor allocation of resources, and lack of commitment and vision from community leaders. These conditions combine to create hopelessness in individuals caught up in the cycle of crime, violence, dependency, and victimization.

Assumptions

Several assumptions frame this plan:

1. Support for families and children must have first priority in the allocation of resources. Children are this community's investment in the future. In the long run, the programs and services aimed at early childhood development, self-esteem, and support for families and children are more cost-

effective than coping with the consequences of crime. Such efforts will take several generations for any significant effect on crime to occur.

A high quality education system is critical to supporting children. Portland must ensure that all children who start school graduate with the skills they need to succeed in society and the work force.

A family is composed of those people most closely involved with one another -- usually but not necessarily parents, spouses, partners, relatives, siblings or children. A broad description of family would include individuals involved for various social, emotional or financial purposes who have a history and a future and may feel ties of social obligation.

2. The community must work together to solve the problems related to crime. Government, business, schools, civic organizations and community agencies must form coalitions and partnerships to address crime issues, empower neighborhoods and individuals, and provide tools for communities to help themselves. Crime is a community problem which can best be prevented and reduced by the entire community pooling and coordinating resources. The City and its citizens must enter into a contract under which the citizens are empowered to participate in defining and addressing problems and in helping to develop strategies for solving crime. In turn, the City must respond in a timely manner with needed resources and assistance. The keys to this contract are identification of problems, allocation of resources in a coordinated fashion, and the development of a working partnership between citizens and government.

As much as possible the action plans build on existing, successful programs. Much good work is already under way, but different groups engaged in these programs haven't made enough effort to share information and work with one another. This has resulted in service gaps and duplication, forcing individuals with multiple needs to deal with an array of agencies one at a time.

3. *A proportionality standard must be established to ensure that funding of all components of the justice system are balanced with the social services necessary to prevent crime.* Within a system of services -- such as the justice system -- increasing funding for one service or program will have an impact on all other services in the system. Proportionality requires that increased funding in one part of the system be proportionately matched in other parts of the system to keep them from being overwhelmed by increased demand for services.

4. *Stable sources of funding must be identified and secured or existing resources must be re-allocated from law enforcement and jails to prevention, treatment, and human services.* We are operating in a time of limited resources. In most instances, the programs recommended call not for new or additional resources, but for re-allocation of existing resources. Competition for these resources will be fierce, and bold leadership will be required to make these changes.

5. *All people should have equal access to prevention and treatment services.* Resources and services for drug and alcohol prevention and treatment must be equitably applied among all populations regardless of gender, ethnicity, sexual orientation, religion, age, income, culture, physical or mental ability, or race. Racism and bigotry must be eliminated in crime control, prevention, treatment, and victim support programs.

6. *Public safety needs must continue to be met.* While the strategies and actions in this plan are being implemented, enforcement of the law and incarceration of criminals will continue to be important. True justice holds offenders accountable and protects society.

7. *Victims need special assistance.* The traditional approach to crime control focuses primarily on the threat an offender poses to society. Within

this mind set, victims find little protection or support and are treated as appendages of the justice system. This plan assumes that victims are a critical part of the justice system, especially as people who report and testify about crime. The community and the justice system should be more aware of the needs of victims, and victims must be given support and counselling services.

Related Goals

Many of the programs recommended by this action plan impact other strategic goals. The following goals are important in this plan:

T. Value children and help them achieve their full potential.

D. Make full use of the talents of the elderly and provide excellent human services for them.

P. Ensure that each neighborhood is healthy and vigorous.

H. Restructure local government financing to provide adequate funding for needed services.

R. Seek family wage jobs for all residents and provide necessary job training for residents who need it.

B. Restructure government within the region to more effectively address regional services and issues.

U. Graduate all children from high school with skills enabling them to succeed in the work force or in post-secondary education, including fundamental ability to read, write, compute, and reason.

E. Embrace diversity and eliminate bigotry.

A. Build stronger civic and political leadership.

Action Plan Narrative

Strategy 1: Make children and families the top priority for government, business and the community.

Actions

1.1: Pass a resolution declaring that children and families are the top priority in funding and budget decisions.

1.2: Establish a truancy program advisory committee to combat truancy. This program must be a joint effort between the public schools, the courts and the police and sheriff's departments. Young people involved in this program must have adequate support to help them stay in school.

1.3: Adopt and join in the implementation of the Portland Investment Plan, prepared by the Leaders Roundtable, to increase high school completion, increase employability of youth, and increase access to jobs.

1.4: Establish a steering committee to build partnerships to work towards guaranteeing every young person who graduates from high school a job or post secondary education.

1.5: Ensure effective and timely reporting, investigation, intervention, and prosecution of persons charged with child abuse through increased support and funding for the Multi-Disciplinary Child Abuse Team.

1.6: Fund and complete community-based service programs in high risk neighborhoods including community policing, health services, and family support centers. Plan for additional cooperative programs. This action connects to the Education Action Plan.

Strategy 2: Empower citizens and neighborhoods to reduce crime.

Actions

2.1: Fully implement community policing. The City of Portland and the Bureau of Police are currently in the process of implementing a new method of police services called community policing. The essential components of this program include:

- Greater cooperation among citizens, businesses, police and other government agencies to increase public safety. Police services should be primarily focused on protection of individual rights, life, and property
- Close cooperation among police, citizens, and neighborhoods to identify and prevent potential crime problems
- Alternative policing methods such as bicycle patrols, walking beats, and special task units.
- Neighborhood-based priorities for law enforcement.

2.2: Identify and inventory in each neighborhood the factors that contribute to crime, and assist the neighborhoods in developing plans to combat those factors.

2.3: Implement a system of neighborhood-based prosecutors, starting in high crime areas. Focus on drug trafficking and highly visible street crime as well as vandalism, gang activity, and other precursors of more serious crime.

2.4: Lobby state and federal governments to restrict access to guns and other weapons of violence and to toughen laws which prohibit their use in criminal activity.

2.5: Teach conflict resolution and mediation in the schools and in other education programs for adults and youth. This program connects with the education action plan.

Strategy 3: Coordinate services provided by different community agencies and organizations.

Actions

3.1: Develop a plan for coordination of support services provided by city, county, and social service agencies including services for youth and children. This plan should include an inventory of services, a plan for coordination, and specific assignments for service provision to the participating agencies.

Strategy 4: Develop and adequately fund a continuum of services and sanctions in the juvenile and criminal justice systems.

Actions

4.1: Establish a community safety steering committee to recommend priorities and needs of the justice system. One of the committee's first tasks should be to explore the need for proportional funding in the justice system.

4.2: Provide adequate jail and other corrections resources to carry out sentences of incarceration, probation and treatment.

4.3: Increase the availability of drug and alcohol treatment programs on demand for people both in and out of the corrections system.

4.4: Provide integrated case management that supports treatment and health services for pregnant women and teen-age girls who have drug or alcohol problems. This connects to Strategy 2 in the Education Action Plan.

4.5: Require training and demonstrated understanding and appreciation of the community's various cultures and groups for all public servants.

Strategy 5: Create a continuum of care for crime victims.

Actions

5.1: Develop and implement an annual victimization survey to measure victimization rate, types of crime, level of fear, service delivery satisfaction, crisis response, mental health, advocacy, shelter, and prevention services. Victimization surveys reveal what kinds of crime are actually occurring in our city. They are designed to reveal what kinds of crime are underreported, what populations are underserved, and how citizens feel about law enforcement and crime. This can help the justice system set priorities for the types of crimes and services that most need time and attention.

5.2: Provide training on victimization to potential victim service providers -- police, clergy, neighborhood associations, teachers. Heighten community awareness of victimization and publicize services available from victim assistance organizations. This would be an effective way of reaching potential community resources by educating them about the problem of victimization and on services available to crime victims.

5.3: Create crisis response services for victims of violent crime (e.g. hate crimes, domestic violence, rape).

Portland Future Focus Draft Crime Action Plan

Strategy #1: Make children and families the top priority for government, business, and community.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
1.1	Pass resolution declaring that children and families are the top priority in funding and budget decisions.	City of Portland; Multnomah County	Sixty days after the final policy report by Portland Future Focus	Board and Council staff time; media; schools; business community	Resistance of special interest groups; lack of leadership and support to implement resolution.	Passage of resolution. Development of funding priorities consistent with the resolution for 1992-93 City and County budgets
1.2	Establish a Truancy Program Advisory Committee to combat truancy. The program must be designed to support children once they are returned to school.	1. Portland Public Schools (lead); courts provide the legal authorization process; 2. Multnomah County Juvenile Division	Begin within three months; start at targeted schools in 1991-92	Case manager; work space, materials, and supplies (program in Cincinnati may be a useful model)	Selection of "target schools"; positive participation from parents of truants; working parents; poor matching of student's needs within the current educational structure; law change	Set benchmarks within each school; establish annual target goals; reduce by 50% in each school

Portland Future Focus Draft Crime Action Plan

Strategy #1: Make children and families the top priority for government, business, and community.

1.4

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
Establish a steering committee to build partnerships to work towards guaranteeing every young person who graduates from high school a job or post-secondary education. This connects to the Education Action Plan (Strategies #1 and 4) and the Economy Action Plan (Strategy #4).	<ul style="list-style-type: none"> • School districts • Key employers • Government • Oregon colleges 	Establish steering/coordination group of school officials, potential employers, and the Chamber of Commerce by January 1992	<ul style="list-style-type: none"> • 1 FTE funded by the schools to coordinate the program • Chamber of Commerce; large public sector employers; large private sector employers; a consortium of small business; coordination through the Chamber, Rotary Clubs, and the Portland Public Schools • \$100,000 annually 	<p>Number of employers in the County that have less than 25 employees; entry level positions often do not pay enough to provide a family wage</p> <p>High school students involved with the program dropping out; failure of high school freshman to identify career goals; funding</p>	<ul style="list-style-type: none"> • 5% of the class of 1997 who graduate but do not choose post-secondary education will be employed within three months of graduation; 10% of the 1998 class; 25% of the 1999 class • 30% of the class of 1997 who graduate from high school but do not choose jobs will be in post-secondary education; 40% of the 1998 class; 50% of the 1999 class

Portland Future Focus Draft Crime Action Plan

Strategy #1: Make children and families the top priority for government, business, and community.

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
1.3 Adopt and join in the implementation of the Portland Investment Plan to increase high school completion, increase employability of youth, and increase access to jobs	<ul style="list-style-type: none"> • Leaders Roundtable (lead) • City of Portland • Mult. Co. • Schools • Portland Metropolitan Chamber of Commerce • United Way 	Immediate	<ul style="list-style-type: none"> • City of Portland • Mult. Co. • Schools • Portland Metropolitan Chamber of Commerce • United Way 	<ul style="list-style-type: none"> • Lack of funding • Lack of coordination among community organizations. 	Targeted youth complete high school with demonstrated competencies by 1996; development and implementation of employability competencies as requirements for high school completion by 1993

Portland Future Focus Draft Crime Action Plan

Strategy #1: Make children and families the top priority for government, business, and community.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
1.5	Ensure effective and timely reporting, investigation, intervention, and prosecution of persons charged with child abuse.	Multnomah County's MultiDisciplinary Child Abuse Team (MDT)	Immediate	MDT Team which includes Children Service Division, Portland Police Bureau, Multnomah County Sheriff, District Attorney, schools and hospitals and other childcaring agencies as appropriate, County Commissioners, City Commissioners	Currently understaffed and under-supported	Demonstration that the goals contained in the Multnomah County Child Abuse Task Force have been met
1.6	Fund and complete all community based service programs initiated by Multnomah County in high risk neighborhoods. The programs include community policing, health services, and family support centers. Plan for additional cooperative programs.	<ul style="list-style-type: none"> •Multnomah County Department of Health Services •Federal, state and city government •Portland Public Schools •Portland Bureau of Police 	1995	Examples of existing collaborative models include Columbia Villa and Rockwood Safety Action teams; County Children Youth Services Commission project; Parent Child Center in Brentwood-Darlington.	Funding; commitment	<p>1994- full service family-child center in each existing center</p> <p>1995 -all services in plan in existing centers</p> <p>1995 - develop plans for two more models</p>

Portland Future Focus Draft Crime Action Plan

Strategy #2: Empower citizens and neighborhoods to reduce crime.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
2.1	Fully implement community policing with the intent to: •involve officers and citizens in anticipating and solving issues rather than only responding. •make policing appropriate to each part of the community.	1. Portland City Council and Portland Police Bureau; 2. County Commissioners and County Sheriff	Immediate implementation with long-range goal of full implementation within 3-5 years	Reprioritization of existing resources with some additional budget	Old mind-sets; insufficient resources.	Better interagency coordination; officer safety increased; livability improved; incidence of crime decreases
2.2	Identify and inventory in each neighborhood the factors that contribute to crime. Develop a neighborhood plan to deal with those factors.	Mayor of the City of Portland; Office of Neighborhood Associations; Neighborhood District Coalition Boards	January 1994	City staff; neighborhood groups and associations; businesses; churches; schools; and citizens	Lack of resources	Inventories complete by January 1993 Plans complete by January 1994
2.3	Implement a system of neighborhood-based prosecutors starting in high-crime areas to respond immediately to neighborhood crime; focus on drug trafficking and highly visible street crime as well as vandalism, graffiti, housing violations, and precursors of more serious crime; target high crime areas for a pilot program.	Multnomah County District Attorney	60 days from funding; ongoing	Board of County Commissioners; grants; shared resources (space, equipment); reprioritize current money (similar programs in Chicago, Maryland, and Florida may be useful models)	New idea, untried for any length of time, no history of success	Annual Victimization Survey in specific geographic areas (see strategy #6.5)

Portland Future Focus Draft Crime Action Plan

Strategy #2: Empower citizens and neighborhoods to reduce crime.

2.4

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
Lobby Federal and State legislatures to restrict access to and discourage reliance upon guns and other weapons of violence.	<ul style="list-style-type: none"> •Citizens Crime Commission (lead) • Mult. Co. •City of Portland 	5 years	Citizens; community groups	Lack of political courage; National Rifle Association and gun lobby; state legislature preempts local regulation	Series of small legislative victories as follows: prohibition of civilian possession of machine guns; addition of alcohol and drug misdemeanants to list of those who may not keep handguns; limit public places where guns may be carried; restrict transport and public possession of assault weapons; expand restrictions on concealed weapon permits; registration of all firearms; education of gun owners

Portland Future Focus Draft Crime Action Plan

Strategy #2: Empower citizens and neighborhoods to reduce crime.

2.5

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
Teach conflict resolution and mediation in education programs for adults and youth. This action connects with the Education Action Plan.	Portland schools (lead); Children Service Division and daycare providers; private employers; Ecumenical Ministries of Oregon; Juvenile Courts; recreational programs; youth programs	September 1992	Education for Living in a Nuclear Age (ENLA); Cost for materials, content, and reorganization of current curriculums; technical assistance	Development of a "consistent" message; persuading schools of importance of program	Decrease in the number of reported incidents of domestic violence; decrease in classroom/playground fighting

Portland Future Focus Draft Crime Action Plan

Strategy #3: Coordinate services provided by different community agencies and organizations.

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
<p>3.1 Develop a plan for coordination of support services, including those for children and youth, provided by city, county, and social service agencies.</p> <p>a. Inventory existing prevention, enforcement, victim, and treatment services provided by the city, county, and social service agencies;</p> <p>b. Develop a plan for coordination of those services community-wide. These plans should be tied to the neighborhood crime plans and to community policing;</p> <p>c. Assign responsibility for implementing plan.</p>	<p>1. Multnomah County;</p> <p>2. City of Portland</p>	<p>a. July 1992</p> <p>b. July 1993</p> <p>c. September 1993</p>	<p>Staff of city, county, and affected agencies; Multnomah County Justice Coordinating Council; Community Safety Steering Committee</p>	<p>Lack of commitment; staff expense; turf battles; old mind-sets; lack of commitment; lack of leadership</p>	<p>a. Coordinating group is appointed from agencies by January 1992;</p> <p>b. Preliminary inventory is used during 1993-94 budget process, even though final inventory will not be complete.</p> <p>c. Coordinated plans are in place and being regularly reviewed</p>

Portland Future Focus Draft Crime Action Plan

Strategy #4: Develop and adequately fund a continuum of services and sanctions in the criminal and juvenile justice systems.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
4.1	Establish a Community Safety Steering Committee to recommend priorities for the justice system on an ongoing basis (with one of first tasks to explore issue of proportional funding among different components of the justice system)	Joint city-county committee with coordination from neighborhood groups [co-chaired by District Attorney (county) and Portland Police Bureau Chief (city)]; existing government	January 1992	City Council; County Commission; private sector foundations	The difficulty inherent in coordination and compromise between agencies involved in criminal justice issues; turf issues	Formation of committee; progress on implementation of other programs and action items under strategy #4; annual reporting mechanism in place
4.2	Provide adequate jail and other corrections resources to carry out sentences of incarceration, probation and treatment.	<ul style="list-style-type: none"> • Community Safety Steering Committee (lead) • City of Portland • Multnomah County • State of Oregon 	3-5 years	Re-examine current distributions and prioritize resources to support this program; PPB;	Lack of agreement among organizations.	
4.3	Increase the availability of alcohol and drug treatment programs on demand of people both in and out of the corrections system.	<ol style="list-style-type: none"> 1. Multnomah County Alcohol and Drug; 2. Regional Drug Initiative; State Office of Alcohol & Drug Programs 	6 months to 1 year to start	Public treatment providers; private providers	Lack of networking among providers	Decrease in use of illegal drugs and alcohol as measured by RDI Drug Impact Index; 25% decrease in number of DUII arrests; 25% decrease in drug-related crimes

Portland Future Focus Draft Crime Action Plan

Strategy #4: Develop and adequately fund a continuum of services and sanctions in the criminal and juvenile justice systems.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
4.4	Provide integrated case management that supports treatment and health services for pregnant women and teenage girls who have drug/alcohol problems. This action connects to the Education Action Plan (Strategy #3).	Multnomah County	1994	Juvenile Court; Department of Health Services; Community Corrections; Portland Public Schools; private hospitals and health care providers; American Leadership Forum. . New case managers will be needed; Resources are not yet identified.	Competition with other public funded needs; hospitals and health care providers acknowledging their responsibilities; lack of culture-specific treatment	Reduction in number of low birth weight infants; reduction in number of births of drug-affected infants (RDI Index); reduction in the number of multiple births that are drug affected
4.5	Require training and demonstrated understanding and appreciation of cultural and social differences for all public servants. Relates to Diversity Action Plan (strategy #2).	1. City of Portland 2. Metropolitan Human Relations Commission	1998	SE Uplift – Unlearning Racism; PCC – Affirmative Action Office; private business	Funding; bureau heads must support program and allow time off for training; resistance to change	20% by 1993 40% by 1994 60% by 1995 80% by 1996 100% by 1997

Portland Future Focus Draft Crime Action Plan

Strategy #5: Create a continuum of care for the crime victims.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
5.1	Develop and implement an Annual Victimization Survey to measure victimization rate, types of crime, level of fear, service delivery satisfaction, crisis response, mental health treatment, advocacy, shelter, prevention services, etc.	City Council; Multnomah County Victim's Assistance	Implement within 1 year	Portland State University or other qualified institution of higher education (such as Institute of Portland Metropolitan Studies); grants	Finding competent agency to handle task; formulation of survey; funding	1. Drafting of effective survey instrument with appropriate surveying techniques 2. Taking survey 3. Compiling results into reporting form
5.2	Provide training on victimization to potential victim service providers-- police, clergy, neighborhood associations, teachers. Heighten community awareness of victimization and publicize services available from victim assistance organizations.	Multnomah County Victim's Assistance	90-120 days from funding	2 FTE positions \$100,000/ year	Funding	Training of a certain number of private and public agencies in a given time period; increase in awareness of victimization services)
5.3	Create crisis response services for victims of violent crime (e.g. hate crime victims, domestic violence).	Multnomah County Victim's Assistance	120 days	1 FTE coordinator (could be a volunteer) \$50,000/year	Funding	Coordinated response mechanism in place; routine crisis response to needed populations

DIVERSITY ACTION PLAN

Goal

To embrace and celebrate diversity and eliminate bigotry, enhancing our sense of community.

In the coming years, changes in the demographic make up of Portland and its work force will require that the people who live and work here accept and value the differences in their fellow citizens and workers. It will be important to the economic health of our city for us to get along with one another and to work well together. Our world is increasingly a "global village." If we want to prepare our children to operate effectively within that village, we must prepare them to live and work with people different from themselves. To do this, we must make a concerted effort to alter those attitudes about differences that create ill will and conflict. Portland should be known as an open and friendly community that welcomes and respects the individuality, unique talents and contributions of all people regardless of age, race, gender, ethnicity, sexual orientation, religion, national origin, physical or mental ability, or financial means.

Vision

Portland will be known as an open and friendly community living in harmony. All residents will feel safe and free from hate crime and bigotry. The community will welcome and respect the individuality, unique talents and contributions of all people regardless of age, race, gender, ethnicity, sexual orientation, religion, national origin, physical or mental ability or social class. Visitors to Portland will enjoy the international, multi-cultural atmosphere that exists here. The city will be internationally recognized for its ability to capitalize on its cultural diversity socially and economically.

Rationale

Portland's appealing urban setting attracts people of diverse race, religion, national origin, sexual orientation and political beliefs. Based on economic shifts and increasing community needs in the next decade, it will become increasingly important for the community to take advantage of the talents of all its citizens regardless of their diverse backgrounds.

By the year 2010 the Portland Metropolitan area can expect an additional 500,000 people living within its environs. While most new population growth will take place in the suburbs, Portland is expected to attract 13 percent of this growth. Many of these new residents will come from racially and socially diverse backgrounds. Minority populations nationally and locally are growing at a faster rate than other populations. They currently represent 15 percent of Portland's population and are expected to make up a larger share of Portland's population by the year 2000.

Portland has a larger poor and special needs population than the remainder of the region. Fifty-three percent of the region's public assistance recipients and 43 percent of people below the poverty

level live in Portland. Portland also has higher concentrations of homeless and fixed income residents. In addition, Portland, as the urban center of the region, attracts more immigrants.

Portland's livability can be enhanced by taking advantage of the talents that these diverse populations offer. Through welcoming and embracing these populations and understanding cultural and social differences, Portland can build an international city that capitalizes on its human resources and addresses its social challenges openly and cooperatively.

In the year 2000 the work force will look very different than it does today. The average age of workers will rise as the number of younger people entering the work force shrink. Approximately 47 percent of the work force will be women. Minorities will be a larger share of the new entrants to the work force and the share of the work force made up of immigrants will be the largest since World War I. Productivity will be greatly influenced by communication and cooperation among workers. As diverse populations increase in the work force, harmony and mutual respect among workers will be increasingly important.

The increasing incidence of hate crimes is a concrete indicator of intolerance within the Portland community. Hate crimes will continue to rise if we do not address this issue. Portland's livability will be enhanced only if all citizens live in acceptance, harmony, and personal safety, regardless of their differences or beliefs.

Action Plan Narrative

Strategy 1: Create a public relations and media campaign to help Portlanders build a strong community that understands and celebrates the diversity of its citizens.

Rationale: Ignorance of other minority groups, their traditions and contributions is one of the factors that make it difficult for people to embrace diversity. The leaders of the City and the media must assume a strong role in promoting the benefits of living in a multi-cultural society. They must accept responsibility for helping the public to understand the benefits of diversity. Portland has long been multi-cultural but we have done little to promote or celebrate this advantage.

Objectives

- Educate the citizens of Portland about the value of diversity and its contributions to their society.
- Reward organizations and individuals who have demonstrated an understanding and appreciation for diversity publicly.
- Monitor and evaluate media coverage of diversity issues.
- Create a mainstream movement that creates a personal understanding of the issues surrounding diversity.

Actions

1.1 Hold a contest to develop a theme and a logo for a public campaign. Publicize Portland's commitment to diversity by holding a major "kick-off" celebration to unveil the winning theme and logo for the contest. This event could be held annually.

1.2 Generate a media campaign that includes public service announcements, interviews, talk show programming, and community events.

1.3 Establish the celebration of diversity as a priority for community events held by the City or in the city and work with the media to convey the concept.

1.4 Encourage business, institutions, and organizations that have developed diversity promotion programs to publicize their successes.

1.5 Establish a strong and visible reward system which acknowledges organizations, associations, corporations, businesses, institutions, and individuals for making contributions to an understanding and appreciating diversity.

1.6 Establish a Media Council to generate a media code of conduct regarding diversity and to review media coverage to ensure that it features diversity and is fair to all groups. The Minnesota Media Council provides a model for this action.

1.7 Generate a visible, popular, mainstream movement similar to MADD that is committed to building an open community that views diversity in its citizens as essential to the community's health and vitality. Some of the tactics that may be used in this movement include:

1. Reviewing laws and policies that affect diversity, and proposing legislative changes to inadequate laws and policies.
2. Encouraging schools to revise curricula in ways that will increase students' understanding and appreciation of cultural diversity.
3. Encouraging consumers to reward businesses that embrace diversity by purchasing their products and services.
4. Advocating diversity in neighborhood housing and land use decisions.
5. Providing a forum and advocacy group for the diversity index recommended in action 4.1.
6. Compiling information that shows the social and economic costs of bigotry.

Strategy 2: Revise city policies and practices to make the City of Portland a leader in embracing diversity.

Rationale: During several administrations during the last ten years the City of Portland has made little change in the numbers of minorities and women that are employed. In 1980, 7.8 percent of the City's employees were minorities and 20.7 percent were females. In 1990, minorities represent 8.3 percent of the City's employees while women represent 22.9 percent. The City needs to aggressively reach out to diverse populations in the community and include them in all City activities. All citizens must feel they are welcome to participate in their government. Evaluative tools must be identified or created to determine if government and neighborhood organizations are consistent and fair to all groups. All levels of government must be held accountable for their programs and policies.

Objectives

- Establish an on-going watch dog group to monitor action item of this plan.
- Examine government policies to determine if they are consistent and fair to all groups.
- Provide tools for government to evaluate their policies impacts on all populations in Portland.
- Equip organizations with tools to deal with discrimination and bigotry more effectively.
- Develop a housing siting strategy for low-income and homeless people.

Actions

2.1 Establish an on-going Diversity Focus Group to monitor and update the tasks identified within this strategy. Include advocates and members of each diverse constituency.

2.2 Review city, county, regional and state government policies, ordinances and laws to determine if they are consistent and fair to all groups listed in the definition of diversity; work to revise these policies, ordinances, and laws as necessary.

2.3 Establish human impact criteria for evaluating program, policy, budget, and comprehensive planning decisions at City Council, commission, bureau and neighborhood levels.

2.4 Broaden mediation training in such community institutions as the Police Bureau, neighborhood offices, businesses, and schools, and encourage citizens to use mediation when bigotry and discrimination are the source of conflict in neighborhoods, schools, or in the work place.

2.5 Implement a revised affirmative action plan that will make the City a leader in affirmative action. The plan will include guidelines for hiring and appointing all levels of City and County staff and volunteer boards including:

- Mayor and council staffs;
- Bureau Managers;
- Neighborhood coalitions and organizations;
- Citizen steering committees, boards, and commissions.

The plan should also be vigorously applied to City business relationships and job promotions. Personnel reviews should include performance evaluations of managers regarding diversity.

2.6 Develop and implement a strategy for the siting of low-income and special needs housing and related facilities consistent with goals for development of housing for homeless and other low-income groups. This action should be coordinated with the crime action plan, and with actions #4.2 and 4.4 in the Managing Regional Growth action plan.

Strategy 3: Create greater awareness of community resources available in support of diversity.

Rationale: There are many resources in the community which are available to help promote an understanding of diversity and its benefits. The public, in too many instances, is not aware of what is available. Portland needs to emphasize and promote these resources.

Objectives

- Provide information that will enable the public to find out what resources for and about diversity are available in the community.
- Share and expand the cultural and social diversity training programs available in Portland.

Actions

3.1 Publish a "Resource Guide" which will provide a menu of available resources for and about diverse groups. Encourage city ethnic associations and other groups to inform the public of their group goals and activities.

3.2 Encourage sharing of cultural diversity training programs by private, public and social institutions and organizations.

3.3 Support multi-cultural arts programming that celebrates the positive aspects of cultural and social diversity.

Strategy 4: Document the status of discrimination and bigotry in Portland.

Rationale: Portland's citizens need to be aware of the community's achievements and failures in valuing diversity. Documentation of the various aspects of diversity provides the measurement tool to evaluate whether Portland is achieving its goal of embracing and celebrating diversity and eliminating bigotry.

Objectives

- Provide a tool for making the public aware of how effective Portland is in embracing diversity.

Actions:

4.1 Establish and publicize a yearly index listing the top achievements and failures in valuing diversity. The index should provide data and analysis regarding progress in education; housing; employment practices; media coverage; job promotions; leadership; crimes & hate crimes; and the justice system's treatment of diversity.

Portland Future Focus Draft Diversity Action Plan

Strategy #1: Create a public relations and media campaign to help Portlanders build a strong community that understands and celebrates the diversity of its citizens.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
1.1	Hold a contest to develop a theme and a logo for a media campaign. Publicize Portland's commitment to diversity by holding a major "kick-off" celebration to unveil the winning theme and logo for the contest. This event could be held annually.	<ul style="list-style-type: none"> • Metropolitan Human Relations Commission • Mayor and Chair of County Commission (lead) • Oregon Business Council (lead) • Office of Neighborhood Associations • Metropolitan Arts Commission 	Begin contest July 1992 Complete contest by Sept. 1, 1992. Hold event in Mid September 1992.	<ul style="list-style-type: none"> • Portland State • Census Bureau • Multnomah County • In-kind contributions • Private Donors <ul style="list-style-type: none"> • Need one major sponsor and a project coordinator 		<ul style="list-style-type: none"> • Appoint contest committee by February 1992. • Identify Sponsors for Contest by June 1992. • Event Committee appointed by July 1992 • Sponsors in place by August 1992.
1.2	Generate a media campaign that includes public service announcements, interviews, talk show programming and community events.	<ul style="list-style-type: none"> • Oregon Business Council (lead) • Metropolitan Human Relations Commission • Metropolitan Arts • Mayor and Chair of County Commission 	Begin Sept. 1992 and ongoing	In-kind contributions		4 Media Spots per month. 1 Feature story in a newspaper per month.
1.3	Establish the celebration of diversity as a priority for community events held by or in the city and work with the media to convey the concept.	City of Portland	January 1992, ongoing	<ul style="list-style-type: none"> • Office of Neighborhood Associations • Metropolitan Human Relations Commission • Metropolitan Arts • Bureau of Parks 	Coordination; group dynamics	20% of events include diversity by 1993 50% of events by 1995

Portland Future Focus Draft Diversity Action Plan

Strategy #1: Create a public relations and media campaign to help Portlanders build a strong community that understands and celebrates the diversity of its citizens.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
1.4	Encourage business, institutions, and organizations that have developed diversity promotion programs to publicize their successes.	<ul style="list-style-type: none"> • Metropolitan Human Resources Commission (lead) • Portland Metropolitan Chamber of Commerce • Oregon Business Council 	March 1992 and ongoing	Business; government; social service agencies	Finding contact persons within each company, describing to each company the focus of diversity celebration publicity	<ul style="list-style-type: none"> • Organize by March 1992 12 major stories, media spots or PSA's every year.
1.5	Establish a strong and visible reward system which acknowledges organizations, associations, corporations, businesses, institutions, and individuals for making contributions to understanding and appreciating diversity.	<ul style="list-style-type: none"> • Mayor's Office (lead) • Urban League • City Club • Mortgage lenders, realtors and homebuilders 	For mid-1992	City budget or sponsoring organizations; Chamber of Commerce	Means to identify candidates; cost of event	10% increase in the number of organizations being considered each year.
1.6	Establish a Media Council to generate a code of conduct regarding diversity and to review media coverage to ensure that it features diversity and is fair to all groups. The Minnesota Media Council provides a model for this action.	<ul style="list-style-type: none"> • Oregon Newspaper Publishers Assoc. • Oregon Broadcasters Assoc. • City Club research team on diversity 	September 1992	• Staff support provided by Oregon Newspaper Publishers and Oregon Broadcasters	Possible resistance by the media	Code of conduct established by Jan. 1993 Annual report by Sept. 1993

Portland Future Focus

Draft Diversity Action Plan

Strategy #1: Create a public relations and media campaign to help Portlanders build a strong community that understands and celebrates the diversity of its citizens.

1.7

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
<p>Generate a visible, popular, main-stream movement similar to MADD that is committed to building an open community that views diversity in its citizens as essential to the community's health and vitality. Some of the tactics that may be used in this movement include :</p> <ol style="list-style-type: none"> 1. Reviewing laws and policies that affect diversity issues and propose legislative changes to inadequate laws. 2. Encouraging schools to revise curricula in ways that will increase understanding and appreciation of cultural and social diversity. 3. Encouraging consumers to reward businesses that embrace diversity by purchasing their products and services. 4. Advocating diversity in neighborhood housing and land use decisions. 5. Providing a forum and advocacy group for the diversity index being created in action 4.1. 6. Compiling information showing the costs of bigotry to society. 	<p>Leaders Roundtable will convene a conference to begin this movement.</p>	<p>Start 1992 - ongoing</p>	<p>Will need one permanent staff person to support the effort; funding should come from donations and foundations.</p>	<p>Mainstream does not feel commitment to goal; people's lack of understanding of bigotry's cost to society</p>	<ul style="list-style-type: none"> • Significant legislative action by 1995 • All businesses in Portland have aggressive affirmative action plans by the end of 1996

Portland Future Focus Draft Diversity Action Plan

Strategy #2: Revise city policies and practices to make the City of Portland a leader in embracing diversity.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
2.1	Establish an ongoing Diversity Focus Group to monitor and update the tasks identified within this strategy. Include advocates and members of each diversity constituency.	City Council; Portland Future Focus	Diversity Focus Group established by October 1991	Portland Future Focus staff	Assembling group with wide credibility; communicating purpose of group	90% of recommended action plans completed on time
2.2	Review city, county, regional and state government policies, ordinances, and laws to determine if they are consistent and fair to all groups listed in the definition of diversity. Work to revise these policies, ordinances, and laws as necessary.	<ul style="list-style-type: none"> •City Council •Portland Future Focus Diversity Focus Group 	Answer to the question by end of 1992; revised policies and ordinances by 1993	Commissioners' staff members; existing organizations; establish task force for review	When revisions address sexual orientation issues, public debate may be rancorous; possible disagreement among groups on best solution; consideration of policy vs. public vote for implementation	Number of unfair laws are decreased by 1/2 each year.
2.3	Establish human impact criteria for evaluating program, policy, budget, and comprehensive planning decisions at City Council, commission, bureau, and neighborhood levels.	<ul style="list-style-type: none"> •Future Focus Diversity Task Force (lead) •City Council •Multnomah County •Metro Council 	FY 1994-95	City Council; social service agencies; Department of energy; public utilities;	How to make criteria effective	<ul style="list-style-type: none"> •Criteria developed by July 1993 •25% of decisions use in 1994 budget process •50% by 1996-97 •75% by 1998-99

Portland Future Focus Draft Diversity Action Plan

Strategy #2: Revise city policies and practices to make the City of Portland a leader in embracing diversity.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
2.4	Broaden mediation training in such community institutions as the Police Bureau, neighborhood offices, businesses, and schools to use mediation when bigotry and discrimination are the source of conflict in neighborhoods, schools, or in the workplace.	<ul style="list-style-type: none"> •City Council •Police Bureau •ONA (lead) •Metro •Multnomah County 	July 1993	ONA believes that one additional mediation training staff person would be sufficient. Cost is approximately \$42,000 per year.	Coordination; training resources; establishing medial boards	<p>Significant decrease in violent conflicts each year</p> <p>12 training programs completed each year</p>
2.5	<p>Implement a revised affirmative action plan that will make the City a leader in affirmative action. The plan will include guidelines for hiring and appointing all levels of City and County staff and volunteer boards including:</p> <ul style="list-style-type: none"> •Mayor and Council staffs; •Bureau Managers •neighborhood coalitions and organizations •citizen steering committees, boards, and commissions. <p>The plan should also be vigorously applied to City business relationships and job promotions. Personnel reviews should include performance evaluations of managers regarding diversity.</p>	<ul style="list-style-type: none"> •City Council •County Commission 	July, 1993 - ongoing	City Council; ONA; Affirmative Action Office		The plan will contain its own milestones.

Portland Future Focus Draft Diversity Action Plan

Strategy #2: Revise city policies and practices to make the City of Portland a leader in embracing diversity.

2.6

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
Develop and implement a strategy for the siting of low-income and special needs housing and related facilities consistent with goals for development of housing for homeless and other low-income groups. This action item needs to be coordinated with the Managing Regional Growth action plan (Action #4..4)	<ul style="list-style-type: none"> •City of Portland •Bureau of Buildings •Housing Authority of Portland 	Begin immediately; complete by September 1996	<ul style="list-style-type: none"> •Ecumenical Ministries of Oregon •City of Portland •Housing Authority of Portland •Financial institutions 	<ul style="list-style-type: none"> •Lack of funding •Bureaucratic processes •Some neighborhood associations •Building codes •Lack of community support 	<ul style="list-style-type: none"> •Housing for 1,600 young people •Housing for 3,000 homeless people by 1996

Portland Future Focus

Draft Diversity Action Plan

Strategy #3: Create greater awareness of the diverse resources available in the community.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
3.1	Publish a "Resource Guide" which will provide a menu of available resources for and about diverse groups. Encourage city ethnic associations and other groups to inform the public of their group goals and activities.	Metropolitan Human Relations Commission	June 1993	City Council; Bureau of Community Development		Annual Update
3.2	Encourage sharing of cultural diversity training programs by private, public, and social institutions and organizations.	Office of Neighborhood Associations	ongoing beginning January 1992	City and county officials; private industry; Board of Education; PTA's; unions; private foundations; MHRC; neighborhood associations; Kiwanis, Elk, Moose; in kind contributions from business and private citizens	Denial of the problem; lack of motivation; reluctance to share information and skills; lack of funding	Programs in place; information being shared; public recognition of efforts
3.3	Support multi-cultural arts programming that celebrates the positive aspects of cultural and social diversity.	<ul style="list-style-type: none"> •Metropolitan Arts •Arts organizations •Community organizations 	January 1992 - December 1997	<ul style="list-style-type: none"> •City and County through Metro Arts •Other government arts agencies •corporations and foundations 	A Euro-centric view of the arts	Visible arts programs throughout the city.

Portland Future Focus

Draft Diversity Action Plan

Strategy #4: Document the status of discrimination and bigotry in Portland.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
4.1	<p>Establish and publicize a yearly index listing the top achievements and failures in valuing diversity. The index should provide data and analysis regrading progress in:</p> <ul style="list-style-type: none"> • education • housing • employment practices • media coverage • promotions • leadership • crimes and hate crimes • the justice system 	<ul style="list-style-type: none"> • Urban League of Portland (lead) • Oregon Council for Hispanic Advancement • Metropolitan Human Relations Commission • Portland Metropolitan Chamber of Commerce • Japan-America Society • City Club of Portland • International Refugee Center • Gay and Lesbian groups • City Club • Chinese Benevolent Society • House of Umoja • National Organization for Women • American Indian Association • Oregon Association of Minority Entrepreneurs • Metropolitan Homebuilders • Ecumenical Ministries of Oregon 	July 1993	Initial funding should be sought through Oregon Community Foundation, NW Area Foundation, and the Meyer Memorial Trust; estimated startup would be under \$100,000	Establishing credibility and autonomy; information gathering, especially from the private sector; funding; intra-group turf battles	<ul style="list-style-type: none"> • Establish criteria by January 1993 • Index distributed to 200 major organizations • Distribution increases by 10% each year.

ECONOMY ACTION PLAN

Goal

To create wealth and family-wage jobs in the Portland metropolitan region through increased trade and investment by capitalizing on Portland's location on the Pacific Rim and by providing superior education and training.

The global economy is growing and shifting westward. The value of Pacific Ocean Trade has overtaken that of Atlantic Ocean trade, and the economies of east Asia are the most dynamic in the world. The Port of Portland is the largest volume export port on the West coast and the third largest total volume port. Portland's location on the Pacific Rim and the Port of Portland's facilities provide excellent opportunities for further expansion of these export industries, investments and travel.

The expansion of trade also has implications for workers in Portland. Revolutionary changes in technology and the globalization of the economy are placing a premium on a highly skilled work force. In this new economy, only those with superior work skills will be well paid. To be competitive, Portland must recruit, grow and retain targeted industries that provide family wage jobs. At the same time, it must provide superior job-related education and training programs that address the skill needs of those industries.

Vision

Portland has capitalized on the globalization of business and become a West Coast leader in Pacific Rim trade. Support for small business creation and development will strengthened Portland's diverse economic base and provides family wage jobs for Portlanders. The region will be internationally respected for the quality work force that is available and capable of meeting business needs.

Rationale

One of the key components of Portland's livability is a strong regional economy. The creation of wealth and family wage jobs are essential for a healthy, vibrant community.

The economic outlook for the region is one of sustained growth. Population growth and increasing trade with the Pacific Rim will be the major factors driving economic growth in the region. In the last 20 years the value of imports and exports shipped through Oregon's custom district increased by more than 1,800 percent. The maritime industry produces \$146 million in wages and salaries in support of international trade. Approximately 7,000 jobs in the Portland metropolitan region are directly related to maritime employment. In addition, foreign investment in both plants and real estate are playing an increasing part in the local economy. Based on these statistics, international trade and investment will become increasingly important to the region's economy.

Employment will continue to shift from a manufacturing to a service, information and professional base. Higher education levels and skills will be needed by the workers in these industries. Family wage jobs will require more demanding capabilities in math, language and reasoning capabilities than current jobs. It is imperative that our K-12 and post secondary education systems provide the skills needed to build a quality work force to retain and build our existing businesses and attract new ones.

Portlanders are aware of the unique socio-economic factors that affect North/Northeast Portland. The ethnic minority population in this area is 42.3% as compared to 8% for the Portland/Vancouver metropolitan area. It has an unemployment rate that is twice that of the region as a whole at 12.7 percent. In addition, the 27 percent drop-out rate for youth and the high crime rate for the area demand a specific planned approach to stimulate economic development for the area.

Action Plan Narrative

Strategy 1: Guide business development and job training strategies by researching and defining key target business development opportunities for the metropolitan area.

Rationale: A number of public and private organization throughout the metropolitan area are engaged in various business development activities. While a high degree of cooperation has evolved in undertaking general marketing activities, there has been no effort to gain consensus about the key strategic targets for business development. Furthermore, there has been no in-depth economic analysis of the region that would identify the longer term and larger forces behind changes in the Portland economy.

Without such analysis, the region is diluting its efforts, working to attract different types of industries without a very clear idea which ones provide the best opportunity for the long term growth of our economy.

Objectives:

- Conduct in depth analysis of the region's economy.
- Identify key business development opportunities.
- Profile key industries and Portland's resources to meet the needs of key industries.
- Implement comprehensive business development strategies.
- Lay the foundation for supporting work force training strategies and for entrepreneurial development strategies.

Actions:

1.1: Conduct a comprehensive analysis of longer term and larger forces behind changes in the Portland economy. Use Cleveland and Philadelphia studies as a model. Better define impacts of and linkages between tax structure, work force training programs, port facilities, and suppliers with major industries.

1.2: Identify target business development opportunities. Convene economic development organizations in the region to gain consensus on key industries and opportunities based on economic analysis and current economic development activities.

1.3: Identify ten key target industries. Continually review and update this list. These industries should provide family wage jobs, be compatible with Portland's environmental values, and demonstrate a commitment to the community and region. Define linkages between targeted industries and the comprehensive plan to determine plans intent to meet targeted industries needs.

1.4: Develop in-depth industry/market profiles of ten key target industries and markets. Detail Portland's resources in place to meet the needs of target industries.

1.5 Develop and implement key industry strategies and designate lead organizations.

1.6: Integrate relevant information about Portland's ten key targeted industries into the curriculum of Portland schools. The information should reach students at all grade levels and should be part of math, science and the arts as appropriate as well as the social sciences.

Strategy 2: Support local firms' abilities to capitalize on international markets and opportunities.

Rationale: There are numerous agencies and programs to assist small and medium size businesses in the metropolitan area. Many of these overlap and diffuse the resources available for business assistance. There is a need for a focused effort to coordinate international business assistance resources and their delivery. This will avoid duplication of services and assist in better marketing of services for small and medium size businesses.

Although many businesses in the region are currently involved in international trade, there is a need for an international trade strategy. This plan is needed to focus our resources more effectively in assisting businesses to become more competitive in world markets.

There is a growing need for understanding cultural exchange as a critical element in developing international trade. Portland needs to support programs that produce a better understanding of and a closer relationship to international societies.

Objectives:

- Understand existing international business assistance programs and their offerings better.
- Coordinate international business assistance resources more effectively.
- Develop a strategy for marketing the Portland area's products more effectively internationally.
- Promote the public's understanding of the global markets available to local business and their impact on the Portland metropolitan area.
- Support cultural or educational programs that enhance the region's ability to conduct international business.

Actions

2.1: Inventory and coordinate international business assistance resources and their delivery.

2.2: Develop and implement an international business marketing plan that provides a focused approach to international business. The plan should include methods to cooperatively market products in selected markets, the expansion of education programs to assist businesses in developing global markets, and regional expansion of the Ambassadors program that promotes products and the community.

2.3: Support the development of a Waseda University international campus in the Portland metropolitan region.

Strategy 3: Create a Regional Entrepreneurial Development Institute (REDI) to encourage and support new business development.

Rationale: Successful new businesses are created in an environment where ideas, capital, entrepreneurs, and supporting infrastructure come together in support of long term business development. It is estimated that 79 percent of Oregon businesses have under ten employees. Oregon has more small businesses per capita than any other state. However, one out of five of these new businesses will fail within the first year. Four out of five will fail in the first five years of business. REDI will not only foster new business growth, but assist businesses with long-term economic stability.

Objectives:

- Develop programs that foster entrepreneurial spirit and creative idea development.
- Establish new enterprises that provide family wage jobs with increasing employment as a goal.
- Provide long-term successful business development through training, education and mentoring.

Actions

3.1: Establish the Regional Entrepreneurial Development Institute (REDI) to provide education, training and resources to small business. REDI should be established and directed by the private sector with support and guidance from the public sector. REDI would focus on developing quality, profitable enterprises that add value to the community, utilizing the available institutional, natural and people resources of the community.

3.2: Establish a "Think Tank" component of REDI that will establish a process for creative development of business ideas including technology transfer, innovation and resource linkages between capital and entrepreneurs.

3.3: Establish a "Mentor Network" component of REDI to provide the expertise of successful entrepreneurs to newly developing businesses. It will build upon existing training programs, provide counselling and offer hands-on assistance.

3.4: Establish the Oregon Network of Entrepreneurs' (ONE) fund to assure that regional entrepreneurial initiatives receive fair and available investment appraisals and funding in order to provide adequate start-up and operating capital for qualified projects of all sizes. This would be a broad-based funding resource from the private sector. Funding programs would be linked with education

components. Management control and influence would be retained by ONE. In addition a network with Oregon Research & Technology Development Corporation and others would be established to address specific venture capital needs for research and development and market research projects.

Strategy 4: To provide excellent work force training and education to meet the needs of business.

Rationale: The report *Workforce 2000* details trends impacting the work force for the next ten years. The work force will grow slowly, becoming older, more female and more disadvantaged. New jobs will demand much higher skill levels than the jobs of today. Few new jobs will be created for those who cannot read, follow directions, and use mathematics. The good jobs of the future (family-wage jobs) will belong to those who have skills that enable them to be productive in a high-skill economy. The Portland Metropolitan region will have a highly productive, high wage economy only if they have an educated, well trained, prepared workforce.

Objectives

- Establish a centralized method to determine what job training is available.
- Improve linkage of business and job training programs.
- Increase literacy training programs.
- Provide job training in secondary schools.
- Support increased funding for post-secondary education & training programs.

Actions

4.1: Establish a regional job training data base that would list all job training capabilities and their location.

4.2: Establish better connections between the community colleges and businesses to link job training programs and industry.

4.3: Increase the number of occupation specific literacy training (teaching reading and writing as appropriate to workers job) programs available to industry.

4.4: Implement apprenticeship programs in secondary schools as part of the implementation of the certificate of initial mastery as described in HB 3565. This action is linked to the Education Action Plan (Strategy #5).

4.5: Encourage increased funding for post-secondary education, and strengthen public graduate education in the metropolitan region.

4.6: Develop public/private cooperative workforce training programs aimed at meeting the needs of key targeted industries identified in Strategy 1.

Strategy 5: Revitalize the North/Northeast Portland economy by creating a district comprised of diverse cultural business owners who cater to the diversity of Portland's population as well as its tourist and convention industry.

Rationale: North/Northeast Portland is a unique area of the Portland metropolitan region with its high concentration of minority population and its high unemployment rate. The unemployment rate in North/Northeast Portland is twice that of the region at 12.7%. Portland should create economic

vitality in North/Northeast Portland to provide jobs for its people to increase their quality of life.

Objectives

- Stabilize the North/Northeast community by developing business growth and economic development from within the area.
- Create employment opportunities within the community for its citizens by its citizens.
- Create an opportunity for North/Northeast youth to be involved in the community and its economic development.
- Create a business district comprised of the diverse cultural business owners who live in the neighborhood.

Actions

5.1: Support the Oregon Association of Minority Entrepreneurs (OAME) Project Alberta to economically develop and revitalize Alberta street between Martin Luther King Blvd and 33rd Avenue. OAME will coordinate the acquisition, development, support and revitalization of the area and establish it as an International District.

The International District is possible due to a concentration of African American Asian American, Hispanic, Native American and other ethnic minority businesses in the general area which will be attracted by the opportunity to purchase versus lease commercial space; the availability of a local workforce; enterprise zone and other economic development incentives; and a planned development approach will draw clientele from the surrounding neighborhoods and long-term, become a tourist and commuter destination for International goods and services. The project will encourage area residents to own their own business and establish role models for the community. It will involve a Youth Entrepreneurship program and will provide technical assistance (accessing capital funds and financial management, transportation, etc.) to the businesses who locate within the district.

Portland Future Focus

Draft Economy Action Plan

Strategy 1: Identify and define, through research projects, key target business development opportunities for the metropolitan area to guide business development and job training strategies.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
1.1	Conduct a comprehensive analysis of the long term and major forces behind changes in the Portland economy. Use Cleveland and Philadelphia studies as a model. This study should better define impacts of and linkages between the tax structure, workforce training programs, port facilities, infrastructure and support industries with Portland's major industries.	Portland State University -- Institute for Portland Metropolitan Studies	July 1992	Existing resources within Portland State University; Bureau of Metro Statistics; Trade Assns.		January 1992 Analysis Begins
1.2	Convene economic development organizations in the region; gain consensus on key industries and opportunities	Marketing Portland Coordinating Council; Portland Development Commission; Portland State University	July 1992 - After completion of analysis	Marketing Portland Coordinating Council		Completion of target industry profiles
1.3	Identify ten key target industries. Continually review & update list. These industries should: -provide family-wage jobs; -be compatible with Portland's environmental values. -demonstrate a commitment to the community and region.	Portland Development Commission and Portland State University (lead); Marketing Portland Coordinating Council; Oregon Progress Board; State Agency. Council on Growth	September 1992 - ongoing	Oregon Economic Development Department Pacific Power; Portland Development Commission		July 1992 - Selection process begins September 1992 - 4 industries identified

Portland Future Focus Draft Economy Action Plan

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
1.4	Develop in-depth industry/market profiles of ten key industries and markets. The profiles should identify the key linkages needed by the target industries as described in action 1.1.	Portland State University, Trade Association	Begins July 1992-ongoing	\$150,000; grants and public/private funds		6 profiles - April, 1992; 10 profiles - January, 1993
1.5	Develop and implement key industry strategies around the ten key target industries and designate lead organizations.	Marketing Portland Coordinating Council	Beginning September 1992process proceeds as soon as one key industry is identified	Unknown - depends on key industries selected		Identify lead organizations; strategy completed
1.6	Integrate relevant information about Portland's ten key target industries in to the curriculum of Portland Schools.	<ul style="list-style-type: none"> •Oregon Council on Economic Education (lead); •Portland Public Schools; •Marketing Portland Coordinating Council 	1993-94 School Year	Grants from oundations;	<ul style="list-style-type: none"> •Process of changing curriculum; •Getting appropriate material to teachers; •Difficult to translate into non - social science 	Materials prepared by January 1993

Portland Future Focus Draft Economy Action Plan

Strategy 2: Support local firms' abilities to capitalize on international markets and opportunities.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
2.1	Inventory and coordinate international business assistance resources and their delivery.	Portland Metropolitan Chamber; Portland International Trade Inst; World Trade Center	June 1992	Existing		Formation of Coalition
2.2	Develop and implement a marketing plan that provides a focused approach to international business. The plan should include methods to cooperatively market products in selected markets, regional expansion of the ambassadors program to promote products and the community, and the expansion of educational programs to assist businesses in developing markets.	Portland Chamber; Portland International Trade Institute; World Trade Center; Portland Development Commission; Oregon Economic Development Department; Int'l Trade Assns.	November 1992	Existing for development of plan. Implementation resources unknown		20% increase in trade by 1995
2.3	Support the development of a Waseda University International campus in the Portland metropolitan region.	<ul style="list-style-type: none"> •Partnership for International Education •City of Portland •Portland Development Commission 	Beginning September 1991 and then ongoing	International Trade Association, Portland Metropolitan Chamber of Commerce; Portland Ambassadors program		<p>Waseda letter of agreement March 1992</p> <p>Construction of campus beginning in 1993</p> <p>University operating 1994-95</p>

Portland Future Focus Draft Economy Action Plan

Strategy 3: Create a Regional Entrepreneurial Development Institute (REDI)

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
3.1	Establish the Regional Entrepreneurial development Institute to provide education, training and resources to small businesses. REDI should be directed by the private sector with support from the public sector. REDI would focus on developing quality, profitable enterprises that add value to the community, utilizing the available institutional, natural and human resources of the community.	Metropolitan Area Chambers of Commerce	July 1993	<ul style="list-style-type: none"> •\$ 2 to 3 Million •Small Business Development Center •Oregon Resource and Technology Development Corporation 		Players identified and recruited to participate in Regional Entrepreneurial Development Institute by June 1992; Executive Director selected by January 1993
3.2	Establish "think tank" to evaluate and identify opportunities for medium and small businesses.	Regional Entrepreneurial Development Institute	December 1992	Portland Community College; Portland State University; private sector		Identify and recruit members by Sept. 1992; first meeting, December 1992
3.3	Establish "mentor network" to provide <ul style="list-style-type: none"> -Training programs -Counselling -Hands-on assistance 	Regional Entrepreneurial Development Institute	March 1993	Oregon Business Council Small Business Development Center; Portland State University; etc.		Ten mentors actively involved by March 1993
3.4	Establish ONE (Oregon Network of Entrepreneurs) fund to provide start-up and operating capital for projects of all sizes.	Regional Entrepreneurial Development Institute Board	July 1993	Broad-based funding from the private sector Network with Oregon Resource and Technology Development Corporation		Recruit Board by March 1993 Board elected by July 1993

Portland Future Focus

Draft Economy Action Plan

Strategy #4 : Provide excellent workforce training and education to meet the needs of business

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
4.1	Establish a regional job training data base that would list job training capabilities and their location.	Portland State University / community colleges; career information system.	July 1994	Existing training programs; Dept. of Education and Dept. of Labor grants; University of Oregon		Grant written for Dept. of Labor by Sept. 1992 Compilation of data beginning June 1993
4.2	Establish better connections between the community colleges and business to link job training programs to industry.	<ul style="list-style-type: none"> •Portland Community College •Mount Hood Community College •Clackamas Community College 	Beginning September 1992	<ul style="list-style-type: none"> •\$1/2 million to establish marketing program • Industry will pay for training programs •Unions •Bureau of Labor and Industries 	Turf battles	<ul style="list-style-type: none"> • By July 1995, program will be self-supporting • ___ of training programs completed each year
4.3	Increase the number of occupation-specific literacy training programs available to industry.	Northwest Regional Education Laboratory (lead); Community Colleges Private Industrial Council; Portland Metropolitan Chamber of Commerce	Beginning Sept 1992 and ongoing	Dept. of Education grant		20% increase by 1993; additional 20% increase by 1994
4.4	Implement apprenticeship programs in secondary schools as part of implementation of the certificate of initial mastery. This is connected to the education action plan (strategy #5).	<ul style="list-style-type: none"> • Portland Public Schools (lead) • Business Youth Exchange (lead) 	September 1994	Will be identified by Dept. of Education		15% of high school juniors enter apprenticeship programs in 1994-95 school year

Portland Future Focus

Draft Economy Action Plan

4.5

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
Encourage increased funding for post secondary education, and strengthen public graduate education in the metropolitan region.	Governor's Trust for Higher Education (lead)	July 1993	State Legislature Private Industry	Measure 5 after-math; identifying alternate revenues	20% increase by 1993; 10% addit. increase by 1995

Portland Future Focus

Draft Economy Action Plan

Strategy #5: Revitalize the North/Northeast Portland economy by supporting diverse cultural business owners who reflect the diversity of Portland's population as well as tourist and convention business.

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
5.1 Support the Oregon Association of Minority Entrepreneurs Project Alberta to revitalize Alberta street between Martin Luther King, Jr. Boulevard and 33rd Avenue. Use as a model to replicate throughout the area.	City of Portland; Portland Development Commission; Oregon Association of Minority Entrepreneurs	Beginning September 1992 and ongoing	Portland Development Commission; Oregon Economic Development Department; Small Business Development Center; Small Business Association; Private Industry		<p>January 1992- Timelines & sourcing for stages business development established</p> <p>July 1992- Property acquisition & renovation</p> <p>December 1992- New business established</p> <p>January 1994 -20 new business established</p>

EDUCATION ACTION PLAN

Goal

Graduate all children from high school with skills enabling them to succeed in the work force or in post-secondary education, including the fundamental ability to read, write, compute, and reason.

Portland must strengthen its opportunities in the new global economy with well educated and well trained workers. Wages for high school graduates have dropped 40 percent over the past 15 years. Once-high-wage jobs that require relatively low skills have shifted abroad to low-wage countries. At the same time, advanced technology is placing a premium on individuals with fundamental personal skills in communications, problem-solving, and teamwork, and on people with specific capabilities in math, science, and technology.

Vision

Education will be one of Portland's highest priorities. Dropout rates will decline in the coming years. All students will achieve basic literacy and will acquire the skills they need to survive and flourish in our rapidly changing society and work force. School curriculum will be flexible, designed to meet the various needs of students who learn and achieve in different ways. School and social service programs will help meet the needs of all children, especially in their early years. All children who need it will have access to Head Start, and there will be adequate day care for all young children.

Because of the success of our educational systems, business will be able to find adequately educated, skilled workers, and innovative apprenticeship programs to ease the school-to-work transition. Post-secondary programs will meet the wide-ranging demands of students and the economy, and the community's higher education programs will be among the most successful and competitive in the nation.

Rationale

Education not only builds the skills that enable an individual to participate in the work force but also equips a person to define personal values, deal with other people, think critically, function constructively as a citizen, and appreciate a variety of life's leisure and cultural offerings. Rapid social, economic, and cultural changes are placing increasing demands on our education system. As we shift to a more information-driven, global economy, students need information-processing and problem-solving skills rather than production skills. An increasing number of minority students and the growing number of women in the work force will place pressure on the schools to serve groups of students with whom the schools have failed in the past.

Portland faces a number of critical education issues in the 1990s. Minority enrollment is increasing in both numbers and percentages of students.

The school district has not traditionally served non-white students as well as white students; most minority groups continue to test disproportionately below national norms. In addition, dropout rates for all students have been rising since the early 1970s, and this trend is predicted to continue.

Younger children in Portland have special needs. Portland has relatively high percentages of low birth weight babies, high numbers of unresponsive first graders and a growing number of children living in poverty. If these children are to succeed in school, we must provide them and their families with adequate food, clothing, shelter, and care. In addition, programs such as Head Start that better prepare children for school are becoming more and more important. The investment made in supporting young children and their families will save millions of dollars that would otherwise be spent in supporting and correcting problems experienced by children as they grow older.

Adequate funding will continue to be a problem for Portland's education system. The Portland Public Schools formerly relied heavily on the property tax for the bulk of its funding. Measure 5 presents a special crisis for Portland-area school districts. In Portland, enrollment in expensive, federally-mandated programs such as special education and English as a Second Language has grown rapidly. Replacement funding from the state will not take into account the higher costs of providing these services. New business and education partnerships provide additional resources in education, but these programs reach only a small percentage of Portland's students.

If this plan is not implemented, Portland will confront growing numbers of children in poverty, increasing teen pregnancies, and an accelerating dropout rate. More children will graduate from high school without the basic skills needed in the work force and in society. Portland businesses will be forced to import labor from other parts of the state or country or from foreign countries.

Special Approach

Education encompasses much more than just schooling. In fact, only 18 percent of a child's time is spent in school. The community needs to look beyond the school system to other support services, to recreational programs, to the needs of parents, and to community partnerships and participation. This action plan proposes new strategies for education that must be shared by human service, non-profit, civic and business institutions as well as the schools.

This plan recommends not only greater emphasis on prevention and follow through but also an overhaul in the strategy, approach, content, and delivery of education. The traditional approaches to learning used by the public schools must change to meet the real needs of today's students.

Connections to Other Efforts

Much of this plan connects or parallels other planning efforts in the region and state. Some of those efforts include: the Leaders Roundtable's Portland Investment Plan, Oregon Benchmarks, and the education reform package proposed by Representative Vera Katz and passed by the 1991 state legislature.

Action Plan Narrative

Strategy 1: Enhance the quality of education by structuring curriculum and school time to help students prepare for the society and work force of the 21st century.

Rationale: To improve learning, we must make changes in the way we structure education. Current models of education are based on criteria and standards developed early in the twentieth century. To better prepare our children, we need to lengthen both the school day and the school year (both of which are based on rural and agricultural needs), to better define the skills people need in modern work and life, and to link social and community services to children who need them.

Actions

1.1 Develop and coordinate advisory groups and charge them with defining competencies for the work force and citizenry of the 21st Century.

1.2 Evaluate the feasibility and effectiveness of year-round schooling, longer school years, and longer school days. Implement these options if they are found both feasible and effective. The action step calls for an evaluation of the current structure of the school year. Many studies indicate that a six hour school day and three months of vacation in the summer are not sufficient to help students meet higher achievement standards. Portland Public Schools is testing the feasibility of year round schooling at one elementary school in North Portland. However, even in this program, students attend the school only 180 days a year. New state legislation passed in 1991 mandates that students attend school for 220 days each year. This action step will help implement that requirement and may recommend whether the school day should be lengthened and whether all schools should go to year-round calendars.

1.3 Convene representatives of federal, state, and local governments and organizations that have developed plans for K-12 education to coordinate and facilitate implementation of those plans. The school districts confront mandates and recommendations from close to 20 different community and government plans. There is no accurate assessment of the cumulative impact or of the compatibility of all of these plans. What resources are needed to implement all of the mandates or recommendations? Are there conflicts between different plans? To be effective, the different plans should not be implemented in a piecemeal fashion; the community should build an overall strategy for meeting federal, state, and community expectations.

Strategy 2: Conduct a broadly-based support campaign for a stable, equitable, and adequate revenue source for programs for education.

Rationale: Portland needs an extensive public support campaign to inform citizens about the crisis children face in Oregon and potential solutions to this critical situation. This effort should connect with efforts to lobby the state legislature and public for a permanent, stable, equitable source of funding for education. Multnomah County's Youth Services Commission has retained an advertising agency to work on a campaign. The actions recommended here should be coordinated with the commission's work.

Actions

2.1: Conduct a broadly-based campaign designed to lead to the implementation of stable, equitable, and adequate revenue for programs for primary and secondary education. Future revenue from traditional sources will be severely reduced due to passage of the property tax limitation. However, the

crisis created by Measure 5 is also an opportunity. Services for children could be the catalyst needed to mobilize legislators, elected officials and the public to approve new sources of revenue for education. Without additional revenue, Oregon will rank 49th of the 50 states in per capita student spending.

Strategy 3: Expand and integrate a comprehensive program which contributes to the healthy development of infants and young children, with priority to children with greatest need.

Rationale: Currently, the public schools focus greater resources on secondary rather than primary schooling. However, many of the problems experienced by older students -- truancy, poor performance, lack of interest -- could be mitigated by increasing services to young children. In addition, pregnancy prevention for teen-agers, prenatal care, and parent education programs have significant benefit. Young children need sufficient services to develop the emotional and mental capacity to learn. We must meet the basic developmental, health care, food, clothing, shelter, and family support needs of all children. In addition, we must equip very young children with the skills they need to survive in school.

Actions

3.1 - 3.3: Prevent teen-age and unwanted pregnancies by expanding teen health clinics, launching a pregnancy prevention campaign, and providing "safe homes" for young women. Teen health clinics are currently in seven Portland high schools. All twelve high schools should have health clinics by 1995.

3.4 Lobby federal and state government to increase funding to provide Head Start for all children who qualify by reason of income level or handicap. Head Start prepares less fortunate children for kindergarten. In addition, Head Start programs coordinate health care, provide meals, and assist families.

3.5 - 3.6 Provide prenatal and postnatal care including drug treatment if needed.

3.7 - 3.8 Provide adequate day care for all young children in Portland.

3.9: Increase the number of child development specialists in elementary schools and expand their duties to link services to all members of a child's family, including children not yet in school.

Strategy 4: Increase the involvement of parents, citizens, and business, empowering them to fully participate in and champion education and the healthy development of all children.

Rationale: Education needs to become the responsibility of the entire community. Parents, businesses, citizens, groups, and schools should all be partners in education. Schools and teachers need the talent, expertise, and direction of the community to augment existing curriculum, to provide relevant programs, and to assure attention to diverse community needs.

Actions

4.1 Develop neighborhood and school based mentor and tutoring programs. Initially the programs will be designed to serve at-risk youth and then be expanded to all students. In a time of changing family structure, children need mentors and role models to provide stable, caring relationships that build self-esteem, foster learning, and encourage responsible behavior.

4.2 Encourage employers to give employees time off with pay to volunteer in school activities and participate in parent/teacher conferences. Standard Insurance has recently initiated a program that gives employees time off with pay each week to volunteer in schools. This program has been very rewarding for the company, the schools, students and employees. The Business Youth Exchange should advocate that other major employers create similar programs.

4.3 Establish STAR (Success for Students At Risk) teams at each school that involve community members. These teams will develop school implementation plans with measurable goals for student performance. The STAR plan includes suggestions for action by each of the groups who are key to helping at-risk students succeed: students, parents, teachers, administrators, policy makers, businesses, and community members. The plan is designed to achieve four goals:

- To increase family involvement with students at risk in school and other educational activities.
- To help students set high personal goals and empower students to achieve them
- To increase the capacities of teachers and school staff to identify and respond to the special needs of students at risk.
- To provide recognition and incentive for improvement in responding to the needs of students.

Strategy 5: Develop and implement new curriculum and teaching methods that address the needs of the community's changing demographics as reflected in different learning styles and cultural and social diversity.

Rationale: There is increasing cultural, social, language and learning diversity in the student population. This increasing diversity challenges educators in many ways. Not only must teachers work to eliminate discrimination in the classroom

but they also must find creative alternatives to traditional classroom instruction. Enrollment of minority students and special needs students will continue to grow over the next decade. Despite improvements in the 1980s, minority students still test disproportionately lower than white students. In addition, recent studies indicate that many students who have traditionally failed do not learn by reading or hearing but by touch, smell, experience or other methods. This new research challenges the schools to use a variety of teaching styles.

Actions

5.1 - 5.3 Provide Gender and Ethnic Awareness (GESA) or similar diversity training for all teachers and supervisors. Gender and ethnic training for teachers is important to ensure equity in the classroom, an understanding of cultural differences, and an appreciation for each student. Teachers and business supervisors need to foster an atmosphere which promotes self-esteem and stimulates the desire to learn on the part of every student.

5.4 Develop and implement relevant and meaningful career education programs for every grade that help students define their skills and abilities, understand jobs and careers, and prepare for a transition into the work force. Examples of programs include: career exploration; job shadowing; internships for teachers and students; career fairs for children and parents; field trips for students and teachers; and portfolios.

Most students who graduate from high school eventually enter the work force. Currently, students are often not well prepared to discuss their particular talents and accomplishments, to decide what kinds of jobs they might enjoy, and to conduct a job search. The schools need to each improve student's understanding of how to prepare for and find a job. Programs should include school-to-work transition programs so students can develop job skills and self-esteem, and recognize the relevance of their education to their future. Programs should assist students to be flexible, skilled problem solvers and critical thinkers. In addition, these programs should help students understand that they will probably change careers at least once in their lifetime. Students should not feel "locked in" to any job choice. They should also understand that they will probably need additional education and training throughout their lives.

5.5 Assess student learning styles, and based on the results of this study, modify teaching styles and advocate for different learning styles in higher education.

Portland Future Focus Draft Education Action Plan

Strategy #1: Enhance the quality of education by structuring curriculum and school time to help students prepare for the society and work force of the 21st century.

	Program/Action Item	Responsibilities	Timeline	Resources	Obstacles	Milestones
1.1	Develop and coordinate advisory groups and charge them with defining competencies for the workforce and citizenry of the 21st century.	Leaders Roundtable	Identify Members by end of April 1992 Complete by end of December	Oregon Economic Development Department, Portland Metropolitan Chamber of Commerce, school board, Business Youth Exchange, STAR team, Community Colleges, Higher Ed., Voc. training ctrs, State Legislature.	None	
1.2	Evaluate the feasibility and effectiveness of year-round schooling and lengthening time in the classroom.	<ul style="list-style-type: none"> •Portland Public Schools(lead) •Portland State University - Center for Research on Urban Education 	<ul style="list-style-type: none"> •Start immediately •Complete by end of 1992 	<ul style="list-style-type: none"> •Portland Public Schools •Portland State University •Business 	<ul style="list-style-type: none"> •Teachers •Parents •Admin. •Funding 	<ul style="list-style-type: none"> •Report by Dec. 1992 •Begin implementing in 1993-94 IF FEASIBLE
1.3	Convene representatives of federal, state, and local governments and organizations that have developed plans for K-12 education to coordinate and facilitate implementation of those plans.	Leader's Roundtable	January 1992	<ul style="list-style-type: none"> •Portland Public Schools •State Legislature •State Dept. of Education •US Dept of Educ. 	<ul style="list-style-type: none"> •Lots of plans •Turf battles •Mandates without adequate funding 	<ul style="list-style-type: none"> •Responsible parties identified and invited by November 1991 •Plan for coordination begun in FY 1992-93

Portland Future Focus

Draft Education Action Plan

Strategy #2: Conduct a broadly-based support campaign for a stable, equitable and adequate revenue source for education.

2.1

Program/Action Item	Responsibilities	Timeline	Resources	Obstacles	Milestones
Conduct a broadly-based campaign designed to lead to the passage of a stable, equitable and adequate revenue for programs for financing primary and secondary education in Oregon, including adequate revenue for programs for families and children.	Leaders Roundtable will convene a coalition to build consensus on the desired source of funding and the nature of the campaign.	Begin August 1991	<ul style="list-style-type: none"> •Governor Roberts •Superintendent of Public Instruction Paulus •Leaders Roundtable •Oregon Business Council •Portland Metropolitan Chamber of Commerce •Portland Association of Teachers •Oregon Education Association •Association of Oregon Industries •League of Women Voters •United Way •Children Youth Service Commission •Rotary/ Kiwanas and other service clubs •Churches •Statewide Human Resources Lobby • \$750,000 •League of Oregon Cities •Association of Oregon Counties 	<ul style="list-style-type: none"> •Lack of resources •Lack of information •Anti-tax sentiment •No single leader •Fragmented efforts 	<ul style="list-style-type: none"> •Coordinated advocate group in place by January 1992 •Passage of a ballot measure for funding by May 1993

Portland Future Focus

Draft Education Action Plan

Strategy #3: Expand and integrate a comprehensive program that contributes to the healthy development of infants and young children, with priority given to children with greatest need.

3.1
Prevented
teen and
unwanted
pregnan-
cies.

3.2

3.3

3.4

Program/Action Item	Responsibilities	Timeline	Resources	Obstacles	Milestones
Fund and expand teen health clinics to all Portland high schools and alternative high schools.	<ul style="list-style-type: none"> •Multnomah County •Portland Public Schools 	by 1995	<ul style="list-style-type: none"> •Mult. Co •Portland Public Schools •State Legislature •Federal grant •Foundations 	<ul style="list-style-type: none"> •Measure 5 •Opposition by a portion of the community 	94 - 10 high schools 95 - 12 high schools
Launch a massive information campaign to prevent pregnancy, including information on the role of substance abuse.	<ul style="list-style-type: none"> • Multnomah County (lead) • Planned Parenthood 	1994	<ul style="list-style-type: none"> •Expertise, staff time and materials donated by business 	<ul style="list-style-type: none"> •Recognition of the problem •Opposition by a part of the community •Funding 	92 - 1st phase, recog. of need campaign 94 - solution campaign
Initiate a campaign to provide "safe" homes/ shelters with necessary support services for young women to ages 21 who are in need (runaways, throw-aways, etc.).	YWCA	One pilot project by 1993	<ul style="list-style-type: none"> •Foundations •Corporate contributions •schools •Transition projects 	Lack of community energy	92 - citizen group established 93 - apply for and receive funding for project
Lobby federal and state government to increase funding to provide Head Start for all children who qualify by reason of income level or handicap.	<ul style="list-style-type: none"> •Portland Public Schools (lead) •Social service orgs •Parent/Child Services • Congressional delegation 	60% by 1995	<ul style="list-style-type: none"> •State & Fed Gov't •foundations and corporate contributions 		20% by 1993 40% by 1994 60% by 1995

Portland Future Focus

Draft Education Action Plan

Strategy #3: Expand and integrate a comprehensive program that contributes to the healthy development of infants and young children, with priority given to children with greatest need.

	Program/Action Item	Responsibilities	Timeline	Resources	Obstacles	Milestones
3.5	Fund and expand teen parent programs including childcare component.	<ul style="list-style-type: none"> •Portland Public Schools •Multnomah County (lead) 	1995	<ul style="list-style-type: none"> •Portland Public Schools •Mult. Co/Great Start. •grants •volunteers 	<ul style="list-style-type: none"> •Ballot Measure 5 •Funding •Space •Family circumstance 	93 - all existing programs include childcare 95 - expand to all high schools
3.6	Provide health and developmental screening and referral to needed services for all children - birth to school age in Portland.	<ul style="list-style-type: none"> •Multnomah County will coordinate •Various providers including Screening Kids Informing Parents (SKIP) 	80% of most needy children by 1995	<ul style="list-style-type: none"> • Federal gov't • Head Start • State of Oregon • Mult Co. • Multnomah ESD • Portland Public Schools • Foundations • Business 	<ul style="list-style-type: none"> •Lack of informed professionals •Funding •Lack of public information 	93 - serve 1500 children 95 - serve 2500 children
3.7	Enlist large businesses to provide on-site day care or subsidize daycare for employees.	<ul style="list-style-type: none"> •Portland Metropolitan Chamber of Commerce (lead) •Association for Portland Progress (lead) •City of Portland 	by 1995	<ul style="list-style-type: none"> •Federal Gov't •Fees •State Gov't •Corporate donation 	<ul style="list-style-type: none"> •Business opposition •Space •Funding 	92 - 5 new businesses form daycare centers 95 - 25 businesses participate

Portland Future Focus

Draft Education Action Plan

Strategy #3: Expand and integrate a comprehensive program that contributes to the healthy development of infants and young children, with priority given to children with greatest need.

	Program/Action Item	Responsibilities	Timeline	Resources	Obstacles	Milestones
3.8	Expand before and after school care.	<ul style="list-style-type: none"> •Portland Public Schools (lead) •City of Portland •parent cooperatives •YWCA and YMCA programs 	1995 - care accessible to all Portland students	<ul style="list-style-type: none"> •sliding fees •donations •grants 		93 - reinstate to pre Measure 5 levels 95 - make care available to all students
3.9	Increase the number of child development specialists in elementary schools and expand their scope of duties to link services to all members of the family including children not yet in school.	<ul style="list-style-type: none"> •State of Oregon •Portland Public Schools (lead) 	1995	<ul style="list-style-type: none"> •State, federal and foundation grants •Portland Schools 	<ul style="list-style-type: none"> •Ballot Measure 5 •Funding •Staff burn-out •Lack of time 	95 - one full-time specialist in every school

Portland Future Focus Draft Education Action Plan

Strategy #4: Increase the involvement of parents, citizens, and businesses, empowering them to fully participate in and champion education and the healthy development of all children.

	Program/Action Item	Responsibilities	Timeline	Resources	Obstacles	Milestones
4.1	<p>Develop neighborhood and school-based tutoring and mentorship programs.</p> <p>Initially, the programs will be targeted toward at-risk students and then expanded to all students. The programs should include mentors for teen parents.</p>	<ul style="list-style-type: none"> •Private Industry Council •Portland Public Schools (lead) •Business Youth Exchange (lead) •Leaders Roundtable •Downtown Rotary •Churches 	<ul style="list-style-type: none"> •Develop qualifications and screening process for mentors - July 1992 •Recruit and train mentors -- July 1992 and ongoing •Develop database listing mentors and their interests & qualifications -- April, 1992 •Develop PR campaign to build recognition of program and to bring prestige to position of "mentor" -- July 1992 & on-going 	<ul style="list-style-type: none"> •business and prof. assoc. •parent/teacher organizations •retired citizens •neighborhood associations •churches •higher ed. •high-tech company (software) •Business Youth Exchange •Washington Co. Roundtable on youth •Portland State University (donated) •Rockefeller Brothers Foundation •2FTE •\$100,000 	<ul style="list-style-type: none"> •Portland Public Schools commitment and support •Funding from Private Industry Council •Parental permission •space w/within facilities 	<ul style="list-style-type: none"> • 10% of youth by 1993 • 20% by 1994 • 30% by 1995
4.2	<p>Advocate that employers give employees time off with pay to volunteer in educational programs and participate in parent/teacher conferences</p>	<p>Leaders Roundtable</p> <p>Business Youth Exchange (lead)</p>	1994	Nationwide Insurance	Employers willingness to give time off to employees	Ten largest employers institute policy by 1994

Portland Future Focus

Draft Education Action Plan

Strategy #4: Increase the involvement of parents, citizens, and businesses, empowering them to fully participate in and champion education and the healthy development of all children.

4.3

Program/Action Item	Responsibilities	Timeline	Resources	Obstacles	Milestones
Establish Success for Students At-Risk (STAR) teams involving community members at each school. These teams will develop school implementation plans with measurable goals based on student performance.	<ul style="list-style-type: none"> •Portland Public Schools •Business Youth Exchange 	July 1996	<ul style="list-style-type: none"> •Portland Public Schools Staff 2 new staff people are needed) •Corporate resources 	<ul style="list-style-type: none"> •Inadequate staff •\$ dedicated to the program 	<ul style="list-style-type: none"> •Each school cluster will have one school with a STAR team by July 1992 •All schools will have STAR teams by July 1996

Portland Future Focus

Draft Education Action Plan

Strategy #5: Develop and implement new curriculum and teaching methods that address the needs of the community's changing demographics as reflected in different learning styles and in cultural and social diversity.

	Program/Action Item	Responsibilities	Timeline	Resources	Obstacles	Milestones
5.1	Require Gender, Ethnic Training for Student Achievement (GESA) training for all teachers.	<ul style="list-style-type: none"> •Portland Public Schools (lead) •State Dept. of Education 	1998 -- 100% of teachers have completed Gender, Ethnic Training for Student Achievement	<ul style="list-style-type: none"> •Governor's task force on workforce issues •Leaders Roundtable •State Equity specialist •Northwest Regional Education Laboratory •Interface 	Teachers' union funding for training	1993 - 20% 1994 - 40% 1995 - 60% 1996 - 80% 1997 - 100%
5.2	Work with businesses to implement GESA or similar diversity training for supervisors who work with employed youth.	<ul style="list-style-type: none"> •BusinessYouth Exchange (lead) •Portland Public Schools 	1998 -- 100%	<ul style="list-style-type: none"> •Leaders Roundtable •Chamber •Private Industry Council •Portland Public Schools •Interface •State Dept. of Education 	business commitment	1993 - 20% of CEOs and Personnel Directors of companies over 10 employees 1994 - 40% 1995 - 60% 1996 - 80% 1997 - 100%
5.3	Include GESA or similar diversity training as a required part of teacher training programs in higher education.	<ul style="list-style-type: none"> •Portland State & other higher ed. programs •State Board of Education •Teachers Standards and Practices Commission (lead) 	Requirement in place by 1994	<ul style="list-style-type: none"> •Leaders Roundtable •Northwest Regional Education Laboratory •Interface •Urban League •Portland Public Schools 	State Board of Higher Education	

Portland Future Focus

Draft Education Action Plan

Strategy #5: Develop and implement new curriculum and teaching methods that address the needs of the community's changing demographics as reflected in different learning styles and in cultural and social diversity.

	Program/Action Item	Responsibilities	Timeline	Resources	Obstacles	Milestones
5.4	Develop and implement relevant and meaningful career education programs for every grade level. Examples include: • career exploration; job shadowing • internships for students & teachers • career fairs for children and parents • field trips for students & teachers • portfolio	•Portland Public Schools (lead) •Business Youth Exchange	Successful career education programs by 1995	•Leaders Roundtable •Career and Tech Ed. Dept •Private Industry Council •Urban League •Parents •Teachers and Admin •Higher Ed. Institutions •Bus.-Ed. Compact of Wash. Co.	Some Portland Public Schools Administration Funding for job placement coordination	Career programs are part of teacher and school evaluation criteria by 1995.
5.5	Assess student learning styles, and based on the results of the assessment, modify teaching styles and advocate for different learning styles in higher education.	•Portland Public Schools	All students assessed by 1992	•Northwest Regional Education Laboratory •Jefferson HS •Higher Ed. •Portland Public Schools •Portland State University •Leaders Roundtable •Urban League	Funding for assessment study	

LEADERSHIP ACTION PLAN

Goal

To build stronger, more innovative, more responsive citizen and elected leadership.

Effective leadership at both grass roots and institutional levels is vital to healthy communities. Leadership talent must be consciously nurtured in community organizations as well as city, county, and regional governments. To do this, civic and political organizations must provide leadership opportunities and training.

Vision

In the year 2000, Portland will be well known nationally for its strong, accountable leaders. Innovative partnerships between government, schools, business and community organizations will help the community set priorities and direct limited resources to solve the most pressing problems. Portland's leaders will come from all segments of its population. Community leaders will plan for the future and work with other communities on issues that extend beyond Portland's boundaries.

Rationale

Leadership is critical to the livability of Portland, and the nature of leadership in our community is changing. Leaders must have a compelling vision for their community, the ability to communicate that vision, the ability to listen to others, the trust and confidence of other people, the confidence to empower and inspire others, and the commitment to act to achieve the vision. Leaders must also recognize that the nature of community decision-making is shifting from a centralized, hierarchical structure to a collective, citizen base. Power is widely held in Portland rather than concentrated in a handful of elected or corporate leaders. Increasingly, decisions are made by consensus. Without leaders who understand these realities and poses leadership skills, Portland will struggle with the problems and opportunities it faces in the coming decade.

The complex problems facing the metropolitan area require new leadership alliances. Few issues respect arbitrary political boundaries, and emerging leaders need to understand the needs of their community, its relationship to the region and state, and the tools needed to work with other jurisdictions. As government, business and community organizations grapple with ever more complex problems and ever more limited resources, Portland will need a base of leaders able to forge cooperative coalitions with affected organizations throughout the region.

The Civic Index, completed in May 1990, found that Portlanders feel their leaders are doing a fair to poor job of solving community problems. The Index also indicated that over 50 percent of citizens feel their leaders have a weak vision of the future of the community.

Citizens in Portland have a history of active participation in civic and government affairs, and Portlanders are optimistic about their future. By providing adequate training for and access to leadership, the community can help ensure a healthy future.

Assumptions

This action plan reflects several critical observations that serve as guiding principles:

- Leaders should be responsive to and accountable to their constituents.
- Person-to-person interaction is a critical means of accessing and securing diverse citizen participation and ownership of a community vision.
- Leaders emerge through involvement in shaping a future that is desirable and attainable.
- A successful vision requires the direct participation of all socio-economic, cultural, racial and ethnic groups, and the vision must speak to the needs of these groups.
- Training, support, and removal of structural barriers to leadership will empower and encourage new leaders.

There are obstacles to be overcome to achieve the goal. The most important of these are:

- A reluctance to share power with those who are not currently empowered.
- Cynicism about the ability to effect change.
- Distrust of those in power.
- Lack of training, experience and resources to attain positions of leadership.

Other goals

Nine of the 25 strategic goals are especially related to the leadership goal those include:

- T. To value all children and to help them achieve their full potential.
- E. To embrace diversity and to eliminate bigotry.
- B. To restructure government within the region to more effectively manage regional services and issues.
- J. To establish a stronger system of higher education to meet the region's need for accessible education, expanded graduate programs, high quality research, technology transfer and economic development.
- P. To ensure that each neighborhood is healthy and vigorous.
- H. To restructure local government financing to provide adequate funding for needed services.
- Y. To retain and continue to develop the unique character of Portland as a major metropolitan area.
- Q. To remain the vibrant core of the region's business, entertainment and culture.
- D. To take full advantage of the talents of the elderly and to provide excellent human services for them.

Action Plan Narrative

Strategy 1: Promote value-based leadership training designed to help citizens and officials build a stronger community.

Rationale: Every leader can benefit from improved skills. Recruiting, training, and mentoring leaders complements their practical experience. Seasoned, trained leadership will increase the effectiveness of community organizations and provide for continuity in times of transition. In particular, training programs should reach age groups and populations that aren't typically identified as sources of leaders. Some of the barriers to the success of this action include:

- Lack of awareness of leadership training needs and resources
- Uncoordinated approach to regional leadership training needs

Actions

1.1: Convene a meeting of leadership training groups and interested individuals to develop an inventory of resources and needed skills. Annually survey community satisfaction with community leaders.

1.2: Match individuals with leadership training opportunities identified through the City Club inventory and the action above. Within 180 days, compile an inventory of organizations, individuals and leadership opportunities. Semi-annually list the leadership training offerings along with information about those offering's size, target population, location and cost.

1.3: Develop curriculum on local and state government for grades K-12. This course work should be relevant to the lives of students. It should cover the functions, structures, financing, and procedures of local and state government, including the initiative, referendum and recall processes, as well as citizen participation and the role of the news media.

1.4: Develop community service programs for youth.

1.5: Add students and young people to government advisory boards and commissions.

1.6: Establish a mentor program for new and emerging leaders. This program should focus on specific projects. Mentors could assist an emerging or young leader in working through a particular problem or process.

1.7: Provide scholarships to leadership training programs. Many existing programs are too expensive for many people.

1.8: Establish the Youth Leadership Forum to allow people under 30 to become involved in relevant community issues.

1.9: Implement a cooperative mentor program that involves community leaders, college students, high school students and younger children.

Strategy 2: Reform civic and electoral barriers to leadership and increase participation and opportunities for leadership in neighborhood associations.

Rationale: The structures of some community organizations and processes limit participation of some people in leadership and civic issues. Specific barriers include: the high cost of running for public office; the city-wide structure of elections for City

Council; cliques in community and neighborhood organizations; and inadequate media coverage of community issues. The objectives of this strategy are to increase access to positions of leadership for those with smaller financial resources and to broaden participation in existing neighborhood organizations.

Actions

2.1: Appoint an Electoral Reform Commission to prepare recommendations to change the present system of:

- a. Financing campaigns for City office.
- b. Citywide election of City Council members.

The charge for this commission would include preparation of the language for necessary amendments to the City Charter.

2.2: Evaluate periodically the neighborhood associations based on the adopted Standards and Guidelines and the 1968 ordinance that created the neighborhood associations. Criteria will include:

- a. Democratic process of decision-making;
- b. The neighborhood board fairly represents the demographic make up of the neighborhood;
- c. Public awareness of neighborhood issues and activities;
- d. Public awareness of other groups involved in neighborhood issues;
- e. Regular disclosure of the results of these evaluations;
- f. The neighborhoods respond to the needs of residents rather than those of City government.

Strategy 3: Enrich the leadership pool by assuring diverse participation.

Rationale: There is a lack of participation by African Americans, Hispanics, Asians and Native Americans and other ethnic, cultural and social groups in community affairs. The community loses by not taking advantage of the full potential, diverse perspectives, and varied approaches to problem solving from all members of the community. Changing demographics make the need for diverse participation even more important. Diverse groups are important in building a strong community, and they should be active participants in community issues. The barriers to this strategy will be difficult to overcome. They include a reluctance among entrenched leaders to share power; racial, ethnic and cultural prejudice; and cynicism of members of minority communities.

Actions

3.1: Evaluate the extent and effectiveness of outreach to diverse groups by community organizations. Promote outreach by organizations that are not successful in gaining diverse participation.

3.2: Advocate that businesses, governments, colleges, foundations, and non-profits appoint members of diverse groups to boards and advisory bodies. Measure the degree of change in diversity in subsequent years. This action connects with the Diversity Action Plan.

3.3: Encourage corporations to provide leadership training to employees at all levels, including training in social responsibility. Employees at all levels should have access to this training.

3.4: Establish an annual award program that recognizes leadership by organizations in social and community issues.

Strategy 4: Expand the opportunity and the attraction for citizens to exercise leadership in the community through a process of discussing, debating, building consensus and implementing a community vision.

Rationale: The desire to lead is triggered by the hope of achieving worthwhile and specific goals. Using community discussion of the Future Focus vision as a mechanism to encourage participation is therefore an effective way to promote leadership. The draft vision for Portland as developed by Future Focus will be referred to the community for an extended period of debate, discussion and revision, and implementation.

4.1: 90 days after the publication of the strategic plan, Portland Future Focus will publish and distribute 50,000 copies of a tabloid that graphically illustrates the preferred and probable futures.

4.2: Beginning 120 days after the adoption of the final strategic plan, Future Focus will organize to hold not less than 50 community based meetings over a six-month period to create a strategy for long term community actions related to implementing the vision.

4.3: Distribute a handbook for community organizations and leadership training programs and opportunities.

4.4: Encourage elected, corporate and community leaders to meet with citizens, especially students, about leadership responsiveness and new models of collective decision-making.

4.5: Initiate voter registration drives targeted at people under the age of 25. Emphasize the role of voting in this campaign.

Portland Future Focus Draft Leadership Action Plan

Strategy #1: Promote value-based leadership training designed to help citizens and officials build a stronger community.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
1.1	Convene a meeting of leadership training groups and interested individuals to develop an inventory and network of resources and needed skills.	<ul style="list-style-type: none"> •City Club (lead) •Portland Future Focus 	Winter 1991	Oregon Community Foundation; private organizational consultants; American Leadership Forum	Lack of coordination	Complete annual survey of leadership and training
1.2	Match individuals with the leadership training opportunities identified in the above forum and in the City Club leadership inventory.	City Club	Ongoing		Lack of recruitment opportunities	Completion of an inventory of opportunities, individuals and organizations within 6 months
1.3	Prepare curriculum on state and local government for grades K-12. This course work should cover the functions, structures, financing and procedures of local government, including the initiative, referendum and recall processes.	League of Oregon Cities	July 1992	<ul style="list-style-type: none"> •Association. of Oregon Counties •State Dept of Education •League of Women Voters •\$100,000 •Teachers 		Draft curriculum for review by March 1992
1.4	Develop community service programs for youth.	<ul style="list-style-type: none"> •Portland Public Schools •YWCA 	September 1992	<ul style="list-style-type: none"> •Girl/Boy Scouts •Kiwanis •Rotary 		25% of students involved in 1993/94 school year
1.5	Add students to government advisory bodies.	<ul style="list-style-type: none"> •City of Portland •Other local gov'ts 	FY 1992-93	In place		One person 25 or younger for every fifteen people serving on boards

July 22, 1991

Portland Future Focus Draft Leadership Action Plan

Strategy #1: Promote value-based leadership training designed to help citizens and officials build a stronger community.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
1.6	Establish mentorship program for new and emerging leaders.	<ul style="list-style-type: none"> •City Club (lead) •Urban League •Chamber of Commerce 	January 1993	<ul style="list-style-type: none"> •Membership dues •Foundation grants 		Double the number of people participating each year
1.7	Provide scholarships to leadership training programs.	Oregon Community Foundation	July 1993	Oregon Community Foundation funds		10 scholarships given each year.
1.8	Establish Youth Leadership Forum to encourage people under 30 to become involved in relevant issues in the community.	<ul style="list-style-type: none"> •City Club •Portland Youth Today 	January 1994	<ul style="list-style-type: none"> •Inexpensive registration fees •City of Portland 		Monthly forums. • 100 people participate each year
1.9	Implement a cooperative mentor program that involves community leaders, college students, high schools students, and younger children.	<ul style="list-style-type: none"> •Saturday Academy •Urban League •College student governments •Portland Downtown Rotary 	1993-94 school year	<ul style="list-style-type: none"> •Portland Rotary •Metropolitan Commission on Aging •College and high school counselors •Youth Today •Unions •Oregon Bar Association 	Difficult to coordinate	50 mentor partnerships per year

Portland Future Focus

Draft Leadership Action Plan

Strategy #2: Reduce structural barriers to neighborhood and community-wide leadership.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
2.1	Appoint Electoral Reform Commission to prepare recommendations to change the present system of financing campaigns for City office and citywide election of City Council members.	Mayor, City Council	One to two years	<ul style="list-style-type: none"> •Proposal to City Club •League of Women Voters 	Reluctance of current leaders to reform system	<p>Proposals for Council review by Dec. 1992.</p> <p>Election on any charter amendment by November 1993.</p>
2.2	<p>Evaluate periodically neighborhood associations based on the adopted Standards and Guidelines and the the 1968 ordinance that created the Neighborhood Associations. The criteria will include</p> <ul style="list-style-type: none"> -- Effectiveness of organization in democratic selection of and achieving neighborhood goals -- Demographic representation -- Leadership opportunities for all - -Democratic process of decision-making -- Public awareness of neighborhood issues and activities. --Public awareness of other groups involved in neighborhood issues. --Regular disclosure of the results of evaluations. 	District coalition boards	FY 1993/94	City funds	Very large undertaking.	<p>Criteria established by July 1992; 1/2 of neighborhood associations evaluated by Dec. 1993; Remainder complete by July 1994</p> <p>25% of residents know who's on neighborhood board; 15% know important issues for neighborhood in the last 6 months</p>

July 22, 1991

Portland Future Focus Draft Leadership Action Plan

Strategy #3: Assure diverse participation in leadership activities

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
3.1	Evaluate the extent and effectiveness of outreach to diverse groups by community organizations. Promote outreach by organizations that are not successful in reaching diverse groups.	<ul style="list-style-type: none"> •Metropolitan Human Relations Commission (lead) •Office of Neighborhood Associations 	Complete in one year	Community volunteers	Bigotry and prejudice; cynicism in minority communities	Rolling evaluations of outreach
3.2	Appoint members of diverse groups to corporate, non-profit, foundation and government boards and advisory bodies. This action connects to the Diversity Action Plan (Strategy #1).	<ul style="list-style-type: none"> •Portland Metropolitan Chamber of Commerce •United Way •City of Portland •Multnomah County •City Club 	Ongoing beginning October 1991	In place		Representation on boards and commissions represents community demographics by 1996
3.3	Encourage corporations to provide leadership training for their employees, including training in social responsibility. Employees at all levels should have access to these programs.	<ul style="list-style-type: none"> •Portland Metropolitan Chamber of Commerce •Oregon Business Council •City of Portland 	Ongoing beginning Sept. 1991	<ul style="list-style-type: none"> •City Club •Urban League •American Leadership Forum 	<ul style="list-style-type: none"> •Lack of local ownership •Lack of commitment •Bottom-line orientation of corporations 	___ number of training programs each year
3.4	Establish an annual award program that recognizes leadership by organizations in social and community issues.	<ul style="list-style-type: none"> •Portland Metropolitan Chamber of Commerce •Oregon Business Council •City of Portland 		<ul style="list-style-type: none"> •City Club, •Urban League •American Leadership Forum •Portland Organizing Project 	<ul style="list-style-type: none"> •Competing activities •Lack of media attention 	Advisory body by Dec. 1992; Selection process Jan. 1993; Initial awards by July 1993

Portland Future Focus Draft Leadership Action Plan

Strategy #4: Expand the opportunity for citizens to exercise leadership

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
4.1	Produce/distribute a tabloid that graphically illustrates the preferred and probable options for Portland's future.	Portland Future Focus Policy Committee	90 days after adoption of final strategic plan	City of Portland/private sponsors	Insufficient funding	50,000 copies distributed within 3 months
4.2	Organize to facilitate a series of meetings, workshops, programs, and conferences to debate, refine and create community ownership of the vision.	Portland Future Focus	120 days after adoption of the final strategic plan	City of Portland/ private sponsors	Insufficient staff and budget for Portland Future Focus	25 community meetings held within 6 months.
4.3	Distribute directory for community organizations and leadership training programs and opportunities.	<ul style="list-style-type: none"> •Office of Neighborhood Assoc.(lead) •Oregon Community Foundation •Portland Organizing Project 	September 1992	American Leadership Forum; Oregon Community Foundation	Accountability/ leadership are abstract concepts	Updates every six months
4.4	Encourage elected, corporate, and community leaders to speak to students about leadership and responsiveness and new models of collective decision making.	Leaders Roundtable; City Council; City Club; School boards	Begin in three to six months		Apathy of/ resistance from leaders; Changing role of "leadership"; competition for time.	20 presentations are made by leaders; Speaking materials ready by 1993
4.5	Initiate voter registration drives targeted at young adults with an emphasis on voting.	League of Women Voters	January 1992	In place/volunteers		25% increase in # of people aged 18-25 registered to vote

July 22, 1991

MANAGING GROWTH ACTION PLAN

Goal

Manage regional growth to provide effective public services at the lowest responsible cost, to improve environmental quality, and to enhance the quality of life.

Portland must work cooperatively with other regional governments to adopt regional strategies that prevent sprawl development, reduce unnecessary demands on public infrastructure and services, and protect the region's environment. To accomplish this, our community should:

- Support expansion of the mass transit system to accommodate as much of the region's growing transportation needs as possible.
- Focus growth on the Central City and protect the Urban Growth Boundary.
- Work to reduce the number of governments in the region and consolidate public services to improve their quality, ensure equitable service levels across the region, and control costs borne by the taxpayers.
- Address issues, whenever possible, on a regional basis.

The projected regional growth will affect all cities in the region. We must work cooperatively with other jurisdictions to ensure that future growth does not compromise Portland's unique livability.

Vision

Portland will be one of the most attractive cities in the nation, one that will have effectively managed growth in its population and economy over the previous decade. Through regional planning and cooperation, city centers in the region will be healthy and vital. Municipal infrastructure will be efficient and well maintained. Open spaces, trails, and natural areas throughout the region will be linked together and accessible. A strong regional government, based on vital neighborhoods and supportive city governments will provide appropriate services to the metropolitan area. The region will have a coordinated transportation network that includes efficient mass transit and well-maintained streets and roads. In its air, water, and land, the region will have an environment of exemplary quality.

Rationale

Four assumptions frame this action plan:

- The region's population will grow by some 500,000 residents before the year 2010 (including Clark County).
- Less federal and state funding will be available to local jurisdictions to meet growth needs.
- The region's ability to fund growth will increasingly become "user based," as local governments struggle to take on a greater financial burden for providing public services.
- The user fee system will cause inequities in access to public services.

Other goals

Nine of the 25 strategic goals adopted by the Policy Committee are closely related to the goal of managing regional growth:

- I. Implement alternatives to the automobile in the region.
- X. Encourage the conservation of resources and energy.

P. Ensure that each neighborhood is healthy and vigorous.

Y. Retain and continue to develop the unique character of Portland as a major metropolitan area.

K. Preserve and expand Portland's system of parks, open spaces, and natural areas.

Q. Maintain Portland as the vibrant core of the region's commercial and cultural life.

B. Restructure government within the region to more effectively address regional service needs.

H. Restructure local government financing to provide adequate funding for needed services.

O. Provide an adequate variety and supply of safe, decent, affordable housing.

Possible solutions

This action plan is designed to meet growth impacts, declining funding sources, and service constraints. The strategies call for Portland to:

- Reinforce the region's current policy of expanding the mass transit system to accommodate most of the region's growing transportation needs.
- Confine growth within the Urban Growth Boundary and focus growth toward the region's center, while establishing new programs to protect and enhance open space.
- Reduce the number of governments in the region, and consolidate government services to improve their quality while controlling costs to taxpayers.
- Address the need for affordable housing on a regional basis.
- Link Portland's efforts to manage growth, wherever appropriate, to other governments and affected organizations across the region.
- Provide new funding where needed to achieve Portland's growth management objectives.

Action Plan Narrative

Strategy 1: Develop a transportation system that preserves basic mobility, consumes natural resources efficiently and at a sustainable level, and is paid for by its users.

Actions

1.1: Revise the transportation investment evaluation criteria to give greatest weight to natural resource consumption factors such as consumption of land, air and energy; other factors (traffic intensity, economic development) shall be a secondary part of the criteria.

1.2: Revise the regional transportation plan to reflect the new criteria.

1.3: Initiate a Constitutional amendment to allow gas tax and vehicle registration funds to be used for mass transit and direct the Oregon Department of Transportation to allocate resources based on the new criteria created by action 1.1.

1.4: Seek legislative approval for a regional vehicle registration fee based on efficiency and miles traveled.

1.5: Impose a special vehicle registration fee within Portland's Inspection/Maintenance boundary. The fee should be calculated to reflect: 1) miles traveled during registration period, 2) vehicle weight, and (3) engine efficiency. A sliding scale should be established to assess higher fees to less efficient, higher mileage vehicles.

1.6: Expend the funds generated by action 1.5 within the assessment area to improve air quality and upgrade the transportation system, including arterial streets.

1.7: Revise the transportation rule to set maximum parking transportation standards for commercial, industrial and institutional development. The standards could be structured to decline over time as transit service improves. The revisions should create compact development; encourage mass transit, carpools, and vanpools; and reduce congestion.

1.8: Revise local government transportation plans with measures to reduce auto usage in accordance with the revised Land Conservation and Development Commission transportation rule.

1.9: Establish a system of highway tolls collected electronically and keyed to peak hour travel. Seek legislative approval for a regional electronic toll collection system. Tolls should be collected on a peak/off-peak basis, and should be calculated to pay for the true costs of congestion, including highway construction and maintenance, air pollution, global warming, noise, and non-point source water run-off. Funds should be expended within the assessment area for uses such as tax reduction and area transportation system improvements.

1.10: Add spokes in hubbed light rail system. The region should create additional spokes of a hubbed light rail system with corridors connecting Portland, Oregon City and Vancouver.

Strategy 2: Maintain livability in Portland and the metropolitan area through an integrated planning process which focuses appropriate growth in the Central City, protects the natural environment and open spaces, and enhances neighborhoods.

Actions

2.1: Create a regional system of linked greenways and greenspaces. As part of its Metropolitan Greenspaces Program, Metro should institute a cooperative regional system of natural areas, open

space, recreational trails and greenways. The system should integrate landscape features, natural areas, wildlife refuges, rivers, and streams. The Green-spaces network should be served by a regional trail system: the 40-Mile Loop, Chinook Trail and other trails.

2.2: Institute an ecosystem protection, restoration, and management program that integrates landscape ecology, protection of open space, wildlife refuge parks, and the maintenance of air and water quality with economic development. Functions of the bureaus of Environmental Services, Planning, Parks and Recreation, Transportation, and Water should be integrated as they relate to ecosystem protection.

2.3: Develop a functional plan for change in the current zoning structure to enhance mixed uses, increase density and provide affordable housing along transit corridors. This plan should encourage transit and create infill. The plan should juxtapose apartment and commercial uses with certain light industrial areas. It should also include regional goals for mixed-use development along light rail corridors. These goals should include: providing affordable housing opportunities near employment centers in the city core and suburbs, encouraging housing densities which are necessary to support light rail use, and making better use of the existing supply of urban land.

2.4: Recognize the region's Urban Growth Boundary as a mechanism to shape regional urban form based on a regional comprehensive plan to be developed. Such a plan should reflect a long-term vision for the regional urban form including satellite cities, increased densities to support transit, and linked greenways and natural areas. Until such time as the regional comprehensive plan is in place, there will be a presumption that the Urban Growth Boundary will be maintained at its current location. Future growth for the region should be accommodated as follows:

- Growth should occur on vacant land and through urban infill within the current Metro boundary
- Growth that cannot be accommodated within the existing Metro boundary should be directed to satellite cities outside the Metro boundary
- Land outside and between the Metro boundary and the satellite cities should be designated as open space preserve.

Amend Metro's statute or charter to enable it to adopt a regional comprehensive plan for Multnomah, Clackamas, Washington, Columbia, Yamhill and Clark counties.

2.5: Develop a regional approach to funding, planning and administering arts programs.

Strategy 3: Consolidate programs and services at the most appropriate level of government for taxation and delivery purposes.

Actions

3.1: Incorporate all of the urban land, annexing it to Portland and other existing cities, to ensure that full services are available to accommodate growth throughout the region at a reasonable price. Smaller cities which cannot provide a full range of municipal services should eventually be merged with their larger neighboring cities. The remaining cities should be assigned full authority and responsibility for planning, financing and delivering all municipal services including: police, fire, sewer, water, lighting, local parks and natural areas, streets, local economic development, and urban planning. The cities should also take over small service districts. Larger regional service districts might be retained.

3.2: In consultation with other governments and service districts in the metropolitan region, cooperate to consolidate services now delivered by Metro and the three metropolitan area counties under a single government. The new government

should be assigned responsibility for planning, financing, and delivery of the following services: regional transportation, human services, libraries, arts, recreational facilities, air quality, natural areas and wildlife refuges, county roads, solid waste, corrections, elections, assessment and taxation, housing density and affordability, regional economic development, growth management, and urban containment.

Funding for the new consolidated regional government should be provided as follows:

Human services -- Sales tax or income tax increase;

Transportation -- User fees, tolls, federal funding, gas tax, weight-mile tax;

Parks and natural areas, recreation, arts -- Food and beverage tax, amusement tax;

Administration -- Property tax;

Transit -- State road fund, lottery, user fees, payroll tax, gas tax.

Strategy 4: Plan housing regionally to achieve increased density, infill, improved transit orientation, diversity, equal opportunity and affordability.

Actions

4.1: Amend local and regional plans to promote the construction of a variety of affordable housing types in cohesive neighborhoods. The changes should establish housing affordability targets for the region, focusing on households whose incomes fall below the region's median household income. The plans should establish minimum density requirements for multi-family and single-family zones, and prohibit the development of single family homes in multi-family zones.

4.2: Develop a regional housing plan to address issues of affordability, density, neighborhoods and location. It should include: 1) attainment of

regional affordability targets, 2) minimum density requirements, 3) provision of affordable housing closer to employment, 4) variety of housing types, and 5) goals for mixed use development. The regional housing plan should support cooperative efforts between the private and public sectors to address housing needs. The functional housing plan should also assist in bringing buildings up to fire and building code standards.

4.3: Develop an overall infill and redevelopment strategy that allows Portland to capture a larger share of the regional population growth without destroying the cohesiveness of existing neighborhoods. Portland needs to define an infill and redevelopment policy which includes: 1) identifying barriers in the codes and planning procedures which discourage infill and redevelopment, and 2) articulating a program to maintain neighborhood stability and integrity in areas accepting infill and redevelopment projects. The 1989 Housing Task Force Recommendations on Demolition and Density should be used as a starting point. Neighborhood groups should be involved in the formation of infill and redevelopment policies.

4.4: Establish a housing trust fund for: 1) rehabilitation of substandard housing, 2) rent support, 3) incentives for development of new affordable housing stock, and 4) acquisition. The target populations for the program are: families whose incomes do not exceed 80 percent of the area median income, people with special needs, and the homeless. The 1990 Affordable Housing Act created a new program, the HOME Investment Partnerships, which will provide states and local governments with funds to develop and support affordable rental housing and home ownership. Two major requirements are: 1) each jurisdiction must submit a Comprehensive Housing Affordability Strategy, and 2) provide matching funds -- 25 percent to 50 percent, depending upon use.

Portland Future Focus Draft Growth Action Plan

Strategy #1: Develop a transportation system that preserves basic mobility, conserves natural resources efficiently and at a sustainable level, and is paid for by its users.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
1.1	Revise transportation investment evaluation criteria to give greatest weight to natural resource consumption factors (consumption of land, airshed, energy); other factors (traffic intensity; economic development) shall be a secondary part of the evaluation criteria.	Oregon Department of Transportation(lead); Land Conservation and Development Commission; State Agency Council for Growth Issues (coordination)	December 1992	In place	Resistance by affected agencies; lack of public acceptance; resistance by special interests	Density near trans. routes Air quality
1.2	Revise regional transportation plan to reflect the criteria in I.1.	Metro	December 1993	In place for 1991-92 Fiscal Year; resources not allocated beyond 91-92	Lack of resources; lack of agreement on criteria; government inertia	Decreasing urban space dedicated to roads. Increased density along transit routes, Improved air quality.
1.3	Initiate a Constitutional amendment to allow gas tax and vehicle registration funds to be used for mass transit and direct ODOT to allocate resources based on the criteria in action I.1.	Joint Policy Advisory Committee on Transportation to lead the formation of a citizen steering committee to lead this effort	1993 Session	In place; Mayor's Office	AAA Oregon Truckers Rural cities and counties	Density near trans. routes Air quality

Portland Future Focus Draft Growth Action Plan

Strategy #1: Develop a transportation system that preserves basic mobility, conserves natural resources efficiently and at a sustainable level, and is paid for by its users.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
1.4	Seek Legislative approval for a regional vehicle registration fee based on efficiency and miles traveled.	City of Portland(lead); Metro; Department of Environmental Quality; regional counties & cities	Prepare legis. by Dec. 1992	User pay	Lack of resources; Automobile Association of America	Reduction in Miles Driven in the region
1.5	After passage, impose a special vehicle registration fee within Portland's Inspection/Maintenance Boundary calculated to reflect 1) vehicle miles traveled (in registration period); 2) vehicle weight (engine displacement); 3) engine combustion efficiency. Establish sliding scale to assess higher fees to less efficient vehicles.	Oregon Department of Transportation (lead); Department of Environmental Quality (assist in setting fees)	Implement fee by Jan. 1994	User pay	Lack of resources; Automobile Association of America; Oregon Truckers; public opposition	
1.6	Apply revenues from fee in 1.5 to improving air quality and upgrading the transportation system, including arterial streets.	Oregon Department of Transportation; Metro	July 1995	User pay		

Portland Future Focus Draft Growth Action Plan

Strategy #1: Develop a transportation system that preserves basic mobility, conserves natural resources efficiently and at a sustainable level, and is paid for by its users.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
1.7	Revise the transportation rule to set maximum parking transportation standards for commercial, industrial and institutional developments. The standards could decline over time as transit service improves. The revisions should assist in creating compact development, encouraging mass transit, carpools and vanpools and reducing congestion.	Land Conservation and Development Commission; Tri Met	Revisions adopted by Land Conservation and Development Commission by August 1992.	In place	Developers are generally opposed to parking limitations	Air Quality State Implementation Plan is changed for reduced vehicle travel to meet and maintain air quality standards.
1.8	Revise local transportation plans with measures to reduce auto usage in accordance with the revised Land Conservation and Development Commission transportation rule.	Local governments	Revisions complete by August 1993	Each local government's transportation budget	Development community	The number of cities with parking standards; the number of parking spaces reduced or restricted because of those standards
1.9	Establish a system of highway tolls collected electronically and keyed to peak hour travel. Seek legislative approval for a regional electronic toll system. Tolls would be based on peak/off-peak travel and would be calculated to pay for the true costs of congestion. Funds would be expended within the assessment area for tax reduction and highway system improvements.	City of Portland (lead); Oregon Department of Transportation; Metro; Department of Environmental Quality	Approval of 1993 legislature Implement by June 1994	Revenue bonds to be repaid by user fees	Need for both state and federal legislation; strong public opposition; high public costs	Decreased traffic congestion, decrease in vehicle miles traveled, improved air quality, increase in transit ridership.

Portland Future Focus Draft Growth Action Plan

Strategy #1: Develop a transportation system that preserves basic mobility, conserves natural resources efficiently and at a sustainable level, and is paid for by its users.

1.10

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
Create additional spokes of hubbed light rail system with corridors connecting Portland, Oregon City and Vancouver. Continue to focus on the Central City while adding light rail access to the airport, Milwaukie, Oregon City, Lake Oswego, Tigard, Hillsboro and Vancouver.	Tri- Met (lead); City of Portland; Metro; State of Oregon; State of Washington	Seek appropriation from 1995 Oregon Legislature for the Oregon City spoke. Seek approp. from the 1999 Oregon and Washington Legislatures for the Vancouver spoke	Additional funding will be necessary for the Oregon City and Vancouver spokes.	Obtaining the funding Failure to have a clear strategy for overall implementation of light rail. Lack of commitment to a compact urban form.	Adequate funding for completion of the light rail system. No more than 1/2 an hour commute (one-way) for 80% of work trips. Reduced daily vehicle trips in the metropolitan area.

Portland Future Focus Draft Growth Action Plan

Strategy #2: Maintain livability in the Portland Metropolitan region through an integrated planning process which focuses appropriate growth in the Central City, protects the natural environment and open spaces and enhances neighborhoods.

2.1

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
Create a regional system of linked natural areas, open space, trails, and greenways integrated with landscape features, natural areas, wildlife refuges, rivers and streams.	Metro (lead); City of Portland; regional cities; business; Multnomah, Clark, Clackamas and Washington Counties	<p>Program was initiated as a regional park inventory and study in 1989.</p> <p>The program entered Phase 3 (analysis, master plan and public outreach) in January 1991, and it will run through February 1992.</p> <p>Begin "Green-spaces" acquisition, protection and preservation" in 1992.</p>	This will be implemented as part of Metro's Green-spaces program. Over 60 parties are already participating in this project.; Funding has been received from a variety of sources: Local governments, nonprofits, foundations, neighborhoods, special districts, federal and state governments, and Metro excise taxes. The projected budget for years 1990 - 1993 is \$2.4 million.	Lack of financing strategy for land acquisition; confusion about jurisdictional roles and responsibilities; uncertainty of future funding	Improve water quality and quantity; preserve natural habitat and biodiversity; expand pedestrian access; provide an environmental education program; watershed management program; institute multi-objective management of urban streams and rivers; change in the comprehensive plans of all jurisdictions involved by 1995.

Portland Future Focus Draft Growth Action Plan

Strategy #2: Maintain livability in the Portland Metropolitan region through an integrated planning process which focuses appropriate growth in the Central City, protects the natural environment and open spaces and enhances neighborhoods.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
2.2	Institute ecosystem protection, restoration & mgmt. program that integrates landscape ecology, protection of open space, wildlife refuge parks and the maintenance of air and water quality with economic development.	Environmental Commission	Integration by 1993	Bureau of Planning; Bureau of Environmental Services ; Bureau of Parks; Bureau of Transportation; Bureau of Water	Budget process; resistance from development community	Attainment of all mandated requirements by 2010; watershed protection plans by 1993; assessment of long-term cost savings of program by 1995; integration of programs with air and transportation elements of PFF. Increased pedestrian access to a regional system of paths by 1997.
2.3	Develop a functional plan for change in the current zoning structure to enhance mixed uses, increase density, and provide affordable housing along transit corridors.	Metro (lead); Land Conservation and Development Commission; City of Portland; Association for Portland Progress; Multi-family Housing Council; American Institute of Architects	Plan in place by 1993 Housing rule change by June 1992	In place -- Metro's ability to build functional plans along light rail transit corridors. The plan needs to reflect the density needed to support transit.	Some neighborhood will oppose	Raise minimum density in LCDC and Metro Housing Rule to 8, 10, 12 units per acre depending on city size and location; Metro plan by 1993.

Portland Future Focus Draft Growth Action Plan

Strategy #2: Maintain livability in the Portland Metropolitan region through an integrated planning process which focuses appropriate growth in the Central City, protects the natural environment and open spaces and enhances neighborhoods.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
2.4	<p>Recognize the region's Urban Growth Boundary (UGB) as a mechanism to shape regional urban form based on a regional comprehensive plan. Such a plan will reflect a long-term vision for the regional urban form including satellite cities, increased densities and linked greenways and natural areas. Until that regional comprehensive plan is in place, there will be a presumption that the UGB will be maintained in its current location.</p> <p>Amend Metro's statute or charter to enable it to adopt a regional comprehensive plan.</p>	Metro (lead); Land Conservation and Development Commission; regional cities and counties; Oregon Legislature	<p>Adoption of Regional Urban Growth Goals and Objectives by July 1991.</p> <p>Long-term vision and regional comprehensive plan in place by 1995.</p>	In place	<p>Pressure from developers to expand the boundary</p> <p>Working with State of Washington to include Clark County in the plan.</p> <p>Lack of cooperation among counties</p>	<p>Adoption of long-term vision and comprehensive plan for Multnomah, Clackamas, Washington, Yamhill, Columbia and Clark counties.</p> <p>Enabling legislation in 1993 session.</p>
2.5	Develop a regional approach to funding, planning and administering arts programs.	Metro (lead); Metropolitan Arts Commission, small and large arts organizations in the region.	Full administration of a regional arts program by 1994	New dedicated taxes will be required	<p>Some local communities will resist regional planning</p> <p>Citizens will resist a new tax.</p>	Completion of Arts Plan 2000 Plus by 1992

July 22, 1991

Portland Future Focus Draft Growth Action Plan

Strategy #3: Consolidate programs and services at the most appropriate level of government for taxation and delivery purposes.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
3.1	Incorporate all of the urban land, annexing it to Portland or other existing cities to ensure that full municipal services are available throughout urban areas in the region.	Cities in the region	Full transition complete by 2000.	Traditional revenue sources supplemented by a local option sales tax	Resistance of smaller cities and service districts. The need for a broad coalition of public and business support	20% of unincorporated urban land added to cities by 1995 Urban service agreement in place on Portland's west-side boundary by 1995
3.2	In consultation with other regional governments, consolidate services now delivered by Metro and the three metropolitan counties under a single governmental unit and allocate urban functions and revenue between this unit and other local units. This program may require a new revenue source.	Metro (lead); three metro counties; cities; service providers; Portland State University; City Club	Begin immediately through Metro's charter review process. A package of implementing bills prepared for 1995 legislative session.	PSU could conduct a study of current regional demands and the feasibility of regional government. New sales tax or income tax increase; user fees; food and beverage tax; amusement tax; property tax -- to implement consolidation	Reluctance of jurisdictions to consolidate. Lack of a broad constituency in support of regional government	

Portland Future Focus Draft Growth Action Plan

Strategy #4: Plan housing regionally to achieve increased density, infill, improved transit orientation, diversity, equal opportunity, and affordability.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
4.1	Amend local and regional plans to promote the construction for a variety of affordable housing types in cohesive neighborhoods.	Metro (lead); LCDC; cities; housing authorities	Amendments to Metropolitan Housing Rule by September 1993; local plans respond to rule changes by 1995	DLCD staff; local governments planning department; Metro	Neighborhood groups; planning commissions and city councils	Greater variety of housing types; greater number of housing projects built at or near full densities
4.2	Develop a regional housing plan to address issues of affordability, density, home ownership, neighborhoods and location. It should include: attainment of affordability targets, minimum density requirements, affordable housing close to employment, variety of housing types, goals for mixed-use development.	Metro (lead); all local governments	1996	Metro staff; local government staff; businesses; Housing Authority of Portland	<p>Employer assisted programs in the city and suburbs</p> <p>Decline in the percentage of substandard housing.</p> <p>A higher percentage of projects built at or near maximum density.</p> <p>The number of units for low-income households.</p>	Portland - Multnomah County Consolidated Housing Affordability Study completed by November 1991.

Portland Future Focus Draft Growth Action Plan

Strategy #4: Plan housing regionally to achieve increased density, infill, improved transit orientation, diversity, equal opportunity, and affordability.

	Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
4.3	Develop an infill strategy that allows the City of Portland to capture a larger share of regional population growth through redevelopment without destroying the cohesiveness of existing neighborhoods.	Portland City Council; Bureau of Planning	City Council hearings for public input -- 1991/ 92; City plan and Recommendations -- 1992 - 94; City adopts plan -- 1995	Portland Planning Bureau; Metro staff; neighborhood associations; Bureau of Community Development; Portland Development Commission	Opposition by Neighborhood groups Coordination with Open space and park planning Ensuring Design standards that are compatible with Neighborhood character	Portland absorbs 20% of the region's growth. Improved housing in Northeast and Southeast Portland
4.4	Establish a housing trust fund to support rehabilitation of sub-standard housing, rent relief, incentives for developing affordable housing and acquisition. The target group of families have incomes that do not exceed 80% of the region's median income, people with special needs, and the homeless. Coordinate this action step with action 2.6 in Diversity Action plan.	Housing Authority of Portland (lead); City of Portland; counties; REACH	Begin immediately	General obligation bond measure or real estate transfer fee	Coordination and planning among agencies	Increases in the number of families with affordable housing. Decreases in the amount of sub-standard housing stock.

Bibliography

America's Choice: High Skills or Low Wages, Executive Summary, National Center on Education and the Economy, June 1990.

Bellevue Youth Link, Draft Action Agenda, City of Bellevue Planning Department, May, 1990.

Brazelton, T. Barry, "Why is America Failing It's Children?" *The New York Times Magazine*, September 9, 1990.

Breaking the Cycle of Homelessness, City of Portland Office of the Mayor, September, 1988.

✓ "Carve Regional Growth Pie," editorial, *The Oregonian*, February 13, 1991. ✓

✓ *Central City Plan*, City of Portland, Bureau of Planning, pages 31-79, August 1988. ✓

CHAS Work Group Memorandum to Housing Advisory Committee on the CHAS Work Program - Decision on Scope and Process, March 4, 1991.

"Child Abuse: Our National Scandal," *State Legislature*, May/June 1990.

Children in Need: Investment in Strategies for the Educationally Disadvantaged, A Statement by the Research and Policy Development Committee for Economic Development, 1987.

✓ "Coalition Tries to Manage City Growth," *The Oregonian*, January 11, 1991. ✓

✓ *Community Policing Transition Plan*, City of Portland Bureau of Police, January 1990. ✓

✓ *Comprehensive Plan Goals and Policies*, City of Portland, Bureau of Planning, December 1990.
 Planning

Context, Outcomes and Resources of Elementary and Secondary Education in Oregon, Oregon Department of Education, March 1988.

Creating a Continuum of Housing Services to Prevent and Resolve Homelessness in Portland and Multnomah County, Housing Authority of Portland, March, 1990.

Current Success Models of Community Policing in Portland, Oregon, October 21, 1990.

✓ *Economic Development Action Plan*, North/Northeast Economic Development Task Force, May 31, 1989.

Education After High School - A Survey of Oregon Business Leaders, Oregon Business Council, 1990.

▪ "Education Improvement Action Plan," *Executive Summary*, Black United Front, 1990.

"Education Reform," *Oregon Business*, March, 1991, pp. 17-58.

▪ *Education / Environmental Quality, Water and Wastewater, Energy*, Portland Future Focus Preferred Vision Retreat.

The Enterprising Global Community, Governor's Commission on Higher Education, March 8, 1990.

✓ *Environmental Scan*, Portland Future Focus, September 1990. ✓ 20

✓ *Environmental Quality*, Portland Future Focus Preferred Vision Retreat. ✓

"Facts about Oregon's Children," Advocates for Children, March 1991.

"The Forgotten Half: Pathways to Success for America's Youth and Young Families," The William T. Grant Foundation, Commission on Work, Family and Citizenship.

✓ *Forty Mile Loop (map)*, REI.

Gardner, John D., "Building Community," *Kettering Review*, Fall 1989.

Gibbs, Nancy, "Shameful Bequests to the Next Generation," *Time*, October 8, 1990.

Hales, Charles, "The High Cost of Living," *The Oregonian*, January 24, 1991.

Holladay District Public Safety Action Plan, May, 1990.

Institute for Future Studies: *The Top Ten Educational Issues*, Macomb Community College, Warren, Michigan, January 1990.

"Jefferson Financial Services Academy, What it is . . ." The Urban League of Portland.

"Katz Focuses on Productivity in Plan to Improve Oregon's School System," *The Oregonian*, February 9, 1991.

✓ *Land Use and Transportation*, Portland Future Focus, Preferred Vision Retreat. ✓

✓ *Lessons from the Old School - European Workforce Development Strategies for Oregon*, Joint Legislative Committee on Trade and Economic Development and the Oregon Economic Development Department, October 31, 1990. maybe

✓ *Light Rail: A System for Our Future*, packet, City of Portland, Office of Transportation, Regional Rail Program. may

Linde, Hans, "Do we Really, Truly Want Free, Equal, Well-informed Choice?" *Address to the City Club of Portland*, November 9, 1990.

"Making It Work for Willamette County," Earl Blumenauer, City Club Speech, March 8, 1991.

✓ *Metropolitan Greenspaces*, pamphlet, Metro, Audubon Society of Portland's Metropolitan Wildlife Refuge System Project, U.S. Fish and Wildlife Service.

✓ *Metropolitan Greenspaces Program: Sponsors and Cooperating Organizations* (list), Metro, January 1991.

✓ *Myths and Facts about Transportation and Growth*, Urban Land Institute, 1989. ✓

New Beginnings: A Feasibility Study of Integrated Services for Children and Families, San Diego California City and County Interagency Collaboration, July 1990.

1991 Northwest Conservation and Electric Power Plan: Volume 1 (Draft), Northwest Power Planning Council.

- ✓ North-Northeast Economic Development Task Force, *Economic Development Action Plan*, Executive Summary. ✓
- Oregon's Agenda for the 1990s*, Children, Youth, Families, Oregon Council on Crime and Delinquency, 1986.
- ✓ *Oregon Benchmarks: Setting Measurable Standards for Progress, Report to the 1991 Legislature*, Oregon Progress Board, January, 1991. ✓
- Oregon's Children: an Investment in Our Future*, Oregon Council on Crime and Delinquency, December 1988.
- "Oregon Has a Lack of Affordable Housing," *The Oregonian*, December 9, 1990, p. C1.
- Oregon Shines*, Executive Summary, Oregon Economic Development Department, State of Oregon, May 1989.
- Organizational Analysis of the Portland Bureau of Police*, Citizen's Crime Commission, January, 1990.
- ✓ *Outlook 2000*, Association for Portland Progress Strategic Plan, August 1990. maybe
- ✓ *Outlook*, Association for Portland Progress, June 1990. m
- ✓ *Parking Subsidies and Commuter Mode Choice: Assessing the Evidence*, Richard Willson, Donald Shoup and Martin Wachs, Graduate School of Architecture and Urban Planning, University of California, Los Angeles, California, July 13, 1989.
- "The Pierce Report", *Seattle Times*, October 1-8, 1989.
- Phillips, Kevin, "Reagan's America: A Capital Offense," 1990 (Reprint from *The New York Times Magazine*).
- ✓ "Plan Cities to Save Time," editorial, *The Oregonian*, March 19, 1991. ✓
- ✓ *Portland - City at a Crossroads*, Portland Civic Index Project, Final Report, City of Portland, May 1990 Blumenauer
- The Portland Investment: A plan to Combat Youth Unemployment*, Leaders Roundable, November 1990.
- ✓ *Portland Safer City Plan, A Plan for City Action*, January, 1988, Office of the Mayor. ✓
- ✓ *Portland Development Commission Comments and Recommended Changes to Metro's Regional Urban Growth Goals and Objectives.* maybe
- ✓ *Portland Planning Commission Recommendations Regarding Metro's Regional Goals and Objectives.*
- Portland Regional Light Rail System*, map, City of Portland, Office of Transportation, July 1989.
- ✓ "Portland Urban Sprawl a la Orange County Can Be Sidetracked," editorial, *The Oregonian*, March 22, 1991. ✓
- Preliminary Report*, Portland Police Bureau, 1990 Part 1 Offenses.
- President's Task Force on Victims of Crime, Final Report*, December, 1982.
- Private Tollways: Resolving Gridlock in Southern California*, Robert W. Poole, Jr., Local Government Center, Reason Foundation, Santa Monica, California, May 1988.

- ✓ *Proposal For A District Planning Program (Draft)*, Michael S. Harrison, City of Portland, Bureau of Planning, January, 1991. *Planning*
- "Pushing Hard for Better Schools," *The Daily Astorian*, February 15, 1991.
- Recapturing Neighborhoods Through Targeted Efforts.*
- Regional Drug Initiative, A Community Agenda to Combat Drug Abuse and Illegal Use of Drugs*, October 30, 1987.
- Regional Drug Initiative Prevention Recommendations for Multnomah County 1990-1993*, 1990.
- Regional Government in the Portland Metropolitan Area*, City Club of Portland, March 13, 1986.
- ✓ *Regional Urban Growth Goals and Objectives: Review Draft*, Metropolitan Service District, Planning and Development Department, August 1990.
- Report of Treatment Committee to Regional Drug Initiative*, March 15, 1991.
- Resolving Homelessness in Portland and Multnomah County*, Housing Authority of Portland, November, 1989.
- Response to Education Questions*, Portland Future Focus, July 1990.
- "San Diego Agencies Join to Ensure 'New Beginning' For Families," *Education Week*, January 23 1991.
- Schorr, A., "Intensive Interventions for Populations at Highest Risk," *Within Our Reach*.
- Services for Children, Youth and Families in Multnomah County: An Integrated Systems Approach*, Report of the Children and Youth Work Group, February 1, 1991.
- "17-foot Trailer Home to Family of Seven," *The Oregonian*, December 9, 1990.
- "SKIP - Screening Kids and Informing Parents," Community-Wide Preschool Health and Developmental Screening Project Fact Sheet, Leaders Roundtable.
- STAR Plan, The Portland Blueprint: Success for Students At Risk*, Portland Public Schools, August 1989.
- ✓ *State Agency Council for Growth Issues in the Portland Area: 1990 Report*, January 1991. *mayhew*
- ✓ *State of the World 1991: Rethinking Urban Transport (Chapter 4)*, Marcia D. Lowe, pages 56-73.
- ✓ *Strategy Plan Report, Phase 1*, Multnomah County, March, 1990. ✓
- Strategies for Success in Our Schools*, Parkrose School District Number 3, January 7, 1990.
- Strengthening Our Communities*, Governor's Commission on Higher Education, March 22, 1990.
- "Survey Finds 9,802 students quit in 1988-89," *The Oregonian*, July 24, 1990.
- ✓ *Survey, Portland Residents Discuss Community Values*, Portland Future Focus, May, 1990. ✓
- Task Force on Child Abuse*, Multnomah County Commissioner Anderson.
- ✓ *Transforming Suburbia*, Ecocity Conference, 1990. ✓

✓ "Unplanned Land Sprawl Signals Trend for Tough Urban Rules," *The Oregonian*, January 22, 1991. ✓

"Unwelcome "Roomies" Drive Out Mom, Child," *The Oregonian*, December 9, 1990.

The Urban League of Portland and the Department of Education and Career Development, Urban League of Portland.

Van Ness, Daniel W., *Crime and Its Victims*, Intervarsity Press, 1986.

✓ *A Vision for the Central City*, City Club of Portland, May 23, 1986.

✓ *Voices and Visions*, Report of Multnomah County Citizens Involvement Committee.

"Women and Children First," *Northwest Magazine*, December 9, 1990, pp. 14-18.

Working Together, Final Report, Governor's Commission on Higher Education in the Portland Metropolitan Area, November 15, 1990.

Youth Investment and Community Reconstruction: Street Lessons on Drugs and Crime for the Nineties, Executive Summary and Final Report, 10th Anniversary Report of the Milton S. Eisenhower Foundation, 1990.

STRATEGIC GOALS

After drafting the statements of possible futures, the Policy Committee contrasted the preferred and probable futures and identified over twenty gaps between where the community is heading and where citizens would like to go.

In November, the committee drafted statements of strategic goals that need to be achieved to close those gaps. Twenty-five goals that touch many aspects of life in the community were agreed upon.

These twenty-five strategic goals represent the heart of the Portland Future Focus effort. If this community is to make its preferred vision happen, each of these goals must be achieved.

In November, the Policy Committee selected six of these goals to work on that they felt were not being adequately planned for by other community organizations. However, none of these goals should be considered more important than any other. The following are the twenty-five goals, and a short statement explaining their significance for Portland's future.

- W. Make certain that the strategic plan of Portland Future Focus is implemented in the community (process goal).

The Portland Future Focus effort must not end when the final planning report is issued. The shared vision of the future and the recommendations growing from this planning process must be carried into the day-to-day life and business of the community. Every citizen and group can and should have a meaningful role in implementing the action plans.

- A. Build stronger civic and political leadership.

Effective leadership at both grass roots and institutional levels is vital to healthy communities. Leadership talent must be consciously nurtured in community organizations as well as city and regional governments. To do this, civic and political organizations must provide leadership opportunities and training. *This training should be an ongoing process that begins in the schools.*

- V. Reduce crime, eliminate violence, and better support victims, beginning in high-crime areas of the city.

Portland's crime rate in the late 1980s exceeded Miami, Cleveland, and Washington, D.C. Violent crimes, *crimes against women and children*, hate crimes and crimes related to drugs and gangs make up an increasing share of criminal activity in Portland.

These higher crime rates and the changing nature of crime in Portland require more than additional police personnel and jails. We must assess actual victimization levels and work with neighborhoods and *businesses* to implement crime prevention and *community policing* programs. Adequate social services, drug and alcohol treatment, and youth programs will be critical components of crime prevention and reduction. Programs should be

focused on those areas of the city that suffer the highest crime rates. Inner northeast Portland in particular needs adequate jobs, safe and affordable housing, constructive activities for youth, and community-based prevention programs. *The community emphasis should be not only on traditional criminal justice programs but also on services that address crime prevention and the economic and social factors that create crime.*

- G. Capitalize on Portland's location on the Pacific Rim and increase international trade.

The global economy is growing and shifting westward. The value of Pacific Ocean trade has overtaken that of Atlantic Ocean trade, and the economies of east Asia are the most dynamic in the world. The Port of Portland is the largest volume export port on the West Coast and is the third largest total volume port. Portland's location on the Pacific Rim and the Port of Portland's facilities provide excellent opportunities for further expansion of export industries, investments, *tourism*, and travel. We must take advantage of these opportunities.

- T. Value children and help them achieve their full potential.

Services which enhance the health, safety, self-esteem, and skills of children represent the region's best long-term investment. Crime, unemployment, illiteracy, and poverty are just a few consequences of failing to meet the needs of all children. Portland can no longer afford to allow any of its children to fall through the cracks, *and must provide the basic services that help children succeed. Pre-natal care, day care, early childhood education, support for at-risk youth and teens, and health and social services are essential to supporting and nurturing our children.*

- E. To embrace and celebrate diversity and eliminate bigotry, enhancing the sense of community.

Existing diversity in the people of Portland and continuing changes in the demographic make up of its work force will require that the people who live and work here accept and value the differences in their fellow citizens and workers. It will be important to the economic health of our city for us to get along with one another and to work well together. Our world is increasingly a "global village." If we want to adequately prepare our children to operate effectively within that village, we must prepare them to live and work with people different from themselves. To do this, we must make a concerted effort to alter those attitudes about differences which create ill will and conflict. Portland should be known as an open and friendly community that welcomes and respects the individuality, unique talents, and contributions of all people regardless of age, race, gender, ethnicity, sexual orientation, religion, national origin, physical or mental ability, or financial means.

- U. Graduate all children from high school with skills enabling them to succeed in the work force or in post secondary education, including fundamental ability to read, write, compute, and reason.

Portland must strengthen its opportunities in the new global economy with well educated and well trained workers. Wages for high school graduates have dropped 40 percent over the past 15 years. Once-high-wage jobs that require relatively low skills have shifted abroad to low-wage countries. At the same time, advanced technology is placing a premium on individuals with fundamental skills in communications, problem-solving and teamwork, and on people with specific capabilities in math, science, and technology.

- B. Restructure government within the region to more effectively address regional service needs.

Many of the issues raised by rapid regional growth cross boundaries of long-established governments and service districts. In addition, the needs of the metropolitan areas are different from those in surrounding rural areas, even if both city and country fall within the same government jurisdiction. As it grows into a continuous metropolitan area the Portland region needs a government that is equipped to deal with urban needs on a region-wide basis. Those services that have a regional constituency, such as solid waste management, human services, or operation of recreational facilities, should be supported by an equitable regional tax base.

- L. Manage regional growth to provide effective public services at the lowest responsible cost, to improve environmental quality, and to enhance the quality of life.

If uncontrolled growth occurs in the metropolitan region, Portland will feel its adverse impact as much as the suburban communities where such growth is likely to occur. Portland must work cooperatively with other regional governments to adopt regional strategies that prevent sprawl development, reduce unnecessary demands on public infrastructure and services, and protect the region's environment. To do this, the City should:

- Support expansion of the mass transit system to accommodate as much of the region's growing transportation needs as possible.
- Focus growth on the Central City and protect the Urban Growth Boundary.

- Work to reduce the number of governments in the region and consolidate public services to improve their quality, ensure equitable service levels across the region, and control costs borne by the taxpayers.
- Address issues, whenever possible, on a regional basis.

J Establish a stronger system of higher education to meet the region's need for accessible education, expanded graduate programs, high quality research, technology transfer, and economic development.

The Portland metropolitan area has a wide array of post secondary institutions which individually have great strengths. However, as now constituted, they are too fragmented and unfocused to meet the needs of the region. In addition, Portland lags behind most metropolitan areas in degrees granted at the undergraduate and graduate level and in funding for research and development. As a region we are losing opportunities to attract businesses, retrain workers, and become a center of excellence on the West Coast. The community should support the recommendations recently issued by the Governor's Commission on Higher Education in the Portland Metropolitan Area. The proposals include linking post-secondary institutions in the region, designating Portland State University as an "urban grant" university, and making community colleges full partners in post-secondary education.

I Implement alternatives to the automobile in the region.

The Portland metropolitan region can be a national leader in taming the automobile. The area's quality of life, environment and neighborhood livability are at stake. Policy makers and planners must continue their efforts to make the metropolitan region a pedestrian-friendly place to live and work, and to contain traffic, pollution, and congestion.

Y Retain and continue to develop the unique character of Portland as a major metropolitan area.

Portland is recognized as one of the most livable cities in the United States. This livability stems from conscious efforts to shape our urban environment through such means as the Downtown Plan, the Central City Plan, light rail, and various civic development projects. Portland must continue to shape its urban landscape and preserve the qualities that make it unique: its architectural character, pedestrian access, cultural diversity, beautiful parks, strong neighborhoods, vistas and open spaces, convenient transit, public art, and proximity of housing to jobs.

K Preserve and expand Portland's system of parks, open space and natural areas.

Excellent parks and outdoor recreation facilities are hallmarks of Portland and a part of its legacy. Parks provide access to the outdoors, facilities for recreation, open space for visual and environmental cushioning of urban development, and habitat for wildlife within the urban area. However, over the past two decades, support for parks has not kept pace with the city's needs. Portland should seek now partnerships between government, business, and neighborhood organizations to acquire new parks in Southwest Portland and newly annexed areas and it should support repair and restoration of existing parks. New athletic facilities are needed to support high demand in Northeast, Southwest, and

East Portland. Several programs are under way to plan for future park needs. In particular, the Metropolitan Greenspaces program is designed to link wildlife habitat, natural areas, and foot trails throughout the four-county region. Portland is participating in this effort and should continue to support planning and acquisition of green spaces.

- D. Make full use of the talents of the elderly and provide excellent human services for them.

The community should utilize the knowledge, energy, and resources that seniors can contribute. At the same time, as the percentage of the elderly in the population increases, an assortment of technologies, services and environments must be "retrofitted" to match their changing needs. It should be a top priority to provide seniors safety in public and private places, opportunities for life-long learning, affordable and convenient housing, accessible transportation, and compassionate, expert medical care.

- Q. Maintain Portland as the vibrant core of the region's commercial and cultural life.

The dense concentration of office and retail space, restaurants, movie houses, museums and galleries, performing arts facilities, parks, and housing in the central city will continue to attract people to live, work, play, and visit in Portland. A pedestrian-oriented downtown, quality urban design, public art, and a rich variety of amenities, services and activities contributes to Portland's unique character and attractiveness. *Major efforts are needed to enhance these qualities and to maintain Portland's role as the urban center of the region.*

- O. Provide an adequate variety and supply of safe, decent, affordable housing.

The condition, diversity, and affordability of housing are important indices of Portland's quality of life. Housing in Portland is characterized by rising prices, low vacancy rates in rental housing, and aging housing stock in need of restoration or replacement. These trends threaten to place decent, affordable housing beyond the reach of too many low-income individuals and families. Community leaders and public officials must take the initiative to see that quality housing is available to people of all income levels in Portland.

- X. Encourage the conservation of resources and energy.

Regional population growth will place high demand on limited supplies of electricity and petroleum energy. Increased consumption of energy will be harmful to *air, water and soil quality*. Alternative fuels, more efficient cars and automobiles, improved building codes, and the use of telecommuting can help Portland conserve energy *and protect resources*. The city can promote energy conservation through the policy and regulatory powers it exercises over building codes, zoning, solid waste disposal, and transportation planning. Businesses, schools, utilities, and others throughout the community must work cooperatively to increase energy efficiency.

- P. Ensure that each neighborhood is healthy and vigorous.

The well-being of the city starts with the condition of its neighborhoods. City and community leaders should support healthy neighborhoods by promoting safe and decent housing, economic activity that provides well paying jobs, crime prevention and control and community policing, quality

schools and children's services, successful small businesses in neighborhood commercial zones, *accessible social services for all ages*, transportation alternatives to the automobile, recreation opportunities through parks, park programs and open space, diversity of the resident population, and strong neighborhood-based organizations.

- H. Restructure local government financing to provide adequate funding for needed services.

Even before passage of Ballot Measure 5, which reduced the property tax rate and property tax revenues significantly, local governments were struggling to finance local services. The property tax was heavily overloaded and virtually the entire local funding source for schools. Cities and counties are responsible for supporting economic development but have little access to state revenues that grow with the economy. The state, on the other hand, has received increased income tax revenue from growth but has not had to provide the schools, infrastructure or local services to support development and growth.

As the Portland region faces rapid population growth and increasingly costly services to support it, local government services must keep pace with these costs. Any new replacement revenue in the region *will be needed* and must be responsive. *Regional governments and organizations should work together to ensure that replacement revenues are adopted on a regional basis.*

- F. Enhance Portland's quality of life through diverse arts and through cultural and community events that are accessible to all residents.

A flourishing cultural life enriches a community by nurturing creative talent, providing alternative activities for youth, promoting neighborhood involvement and pride, and providing creative

forums to address societal issues. Cultural vitality also creates jobs, promotes private investment in public amenities, enhances the city's image, helps attract businesses, promotes the hospitality industry, and contributes to business district and neighborhood stability. The less tangible benefits may be even more important. The arts compel us to think, to comprehend, to express, and to act. It is in the community's interest to enhance the financial stability of the arts.

- C. Enable citizens with special needs to live and receive a full range of services throughout the region.

Most of the region's human and medical services and inexpensive (and subsidized) housing are located within Portland. Many people who work in Clackamas and Washington counties at low-wage jobs live in Portland because they cannot afford suburban housing. If this pattern continues, Portland will experience increasing pockets of poverty and blight in the city. Affordable housing and services for the poor and people with handicaps or special medical needs should be available in all regional communities. In addition, suburban cities and counties should bear a proportionate share of the costs of providing these vital services.

- R. Seek family wage jobs for all residents and provide necessary job training for residents who need it.

During the 1980s per capita income in both Washington and Clackamas Counties surpassed per capita income in Portland. Metro projects that the gap in per capita income between Portland and the suburbs will continue to grow in the next 10 years. Revolutionary changes in technology and the globalization of the economy are placing a premium on a highly skilled work force. In this new economy

only those with superior job skills will be well paid. To be competitive Portland must retain, grow, and recruit targeted industries that provide skilled family wage jobs. At the same time it must provide superior job-related education and training programs that address the needs of these industries.

N. Foster new and existing small businesses.

More than 70 percent of Oregon's jobs are supplied by companies with less than 100 employees. During the 1980s very small firms -- those with less than 20 employees -- created most of the new jobs. Large companies, as a whole, have lost employment throughout this decade. Thus, small businesses represent a strategic opportunity for new employment. Planning for the next decade, Portland must address the needs of small business.

M. Support environmentally clean primary industries that provide family wage jobs.

The past two decades Oregonians have been committed to nurturing and sustaining Oregon's environmental quality and overall quality of life while sustaining economic growth. Portland's attractive physical environment and well planned urban and open spaces offer a strong competitive advantage as we attempt to keep and attract entrepreneurs, professionals, and firms that will drive the economy in the future. The city must maintain its unique livable quality while it seeks to keep and attract primary industries that provide jobs with incomes adequate to support families.

S. See that recreational opportunities are accessible to all citizens.

Recreation *and events* provide numerous benefits to the city's citizens, including education, health and fitness, support for youth and families, cultural awareness, and exposure to and participation in the arts. Portland will be challenged to provide accessible recreation programs to all people as the costs of recreation rise and as people have less disposable income to spend on recreation. Although the private sector provides a wide variety of recreational offerings, government should consider providing or stimulating services that are either not otherwise offered or not affordable to everyone. Access to recreation is particularly important to youth, the elderly, low-income families, and citizens with special needs. *Recreation and events* planning should be coordinated with the schools, and efforts should be made to protect parks and parks programs for the use of all citizens.

IMPLEMENTATION AGENDA

Portland Future Focus recommends a specific public/private action plan for implementation. This plan will be effectively executed if there is:

- ♦ active agreement and support for the plan by the Policy Committee;
- ♦ active and visible support by the City Council in implementing the plan;
- ♦ continued guidance by the Policy Committee and City Council;
- ♦ the city provides dynamic and visible "modeling" (for other agencies to emulate) of how to pursue implementation of relevant action items by:
 - integrating relevant action items into its existing City plans, annual budget, and performance review process for City bureau directors and middle-level managers;
 - and reallocating City expenditures and deploying human resources toward specific strategic goals and objectives identified by Portland Future Focus;
- ♦ implementation taking place at many levels - city government, county government, civic organizations, professional organizations, legislative action, or even public referendum;
- ♦ continued communication of PFF recommendations and coordination of efforts to assure that emerging plans and programs reflection these recommendations;
- ♦ and public understanding that this is an on-going process.

RECOMMENDED ORGANIZATIONAL FRAMEWORK

Once the Policy Committee adopts the plan an organizational framework must be designed to implement and monitor the plan.

Policy Committee's Role

Upon adoption of the plan, the present Policy Committee should be thanked and congratulated and disbanded. Selected members of the Policy Committee and working groups should then be selected to serve on the newly formed Implementation Committee.

Implementation Committee's Role

The Implementation Committee should serve in a role similar to the role the Policy Committee played during the planning phase of Portland Future Focus. The Implementation Committee should take the central role for coordinating implementation of the strategic plan. However direct responsibility for implementation should be shared by the entities identified in the plan.

A strong chair and executive committee should guide the Implementation Committee's work.

The Implementation Committee should appoint Action Teams that are established to monitor and facilitate the implementation of each strategic goal. Action Teams will take the place of the earlier Working Groups, but their membership may have some overlap.

Action Teams

During the first 12 months of implementation, Action Teams should meet monthly to review, update, target, and monitor action toward implementation. They should use the detailed action plans as designed by the Working Groups.

The Action Teams will serve as catalysts - facilitating, negotiating, and mediating neighborhood and organization action.

The chair of each Action Team should serve on the Implementation Committee.

Portland Future Focus Implementation Phase Organizational Structure

