



Action Plan FY 2016-2017

INTRODUCTION

Neighbors West-Northwest is the coalition office representing 8 Northwest and 4 Southwest neighborhood associations encompassing one of the most varied sections of Portland, where heavy industry, commerce and a variety of residential communities co-exist with large, pristine natural areas and riparian habitats.

Each of the NWNW neighborhoods sends a representative and an alternate to serve on the non-profit coalition board. The board hires staff and provides fiduciary direction to the organization. The coalition only advocates on issues when all twelve neighborhoods agree; however, individual member neighborhoods often work together on topics of mutual interest. NWNW was founded in 1969.

Neighbors West-Northwest promotes direct participation in grassroots democracy by supporting community efforts at the neighborhood level. Our services advance the voices of our constituent neighborhood associations as they strive to create livable, sustainable and equitable communities.

Annual Plan Development

NWNW staff prepared the annual plan by soliciting input from neighborhood association leadership. Staff combined information provided by neighborhood association leaders and from existing neighborhood work plan development to anticipate minimum levels of staff support to the neighborhood associations. The action plan captures the operation of existing NWNW programs and identifies annual outcomes that the organization will accomplish in FY 2016-2017.

The NWNW board received an orientation to NWNW/ONI relationships and some neighborhood associations received a presentation about inter-neighborhood-association collaboration opportunities from the NWNW board chair.

Westside neighborhoods working toward a livable and sustainable future

Arlington Heights - Forest Park - Goose Hollow - Hillside - Linnton

Northwest District - Northwest Heights - Northwest Industrial

Old Town-Chinatown - Pearl District - Portland Downtown - Sylvan-Highlands

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OUTREACH AND COMMUNICATION

SUPPORT COMMUNICATIONS: Neighbors West-Northwest maintains programs and newsletters to support communications and collaboration of neighborhood associations. Additionally, NWNW staff provide connections through email communication with community organizations, community members, and the City as well as other government entities.

- **Your coalition's priorities for the coming year:**
 - Provide support to neighborhoods in implementing their own communications plans.
 - Keep communication lines open between all interested parties via email, web, and print media.
- **Specific activities you plan to implement:**
 - NWNW will forward City notices to our Board members.
 - General information will be published on our website.
 - Events and call to action notices will be published on our Facebook page.
 - A calendar of events is published in the monthly newspaper, along with op-ed pieces from the volunteers, and other articles/advertisements of relevant topics.

PROVIDE INFORMATION: Neighbors West-Northwest staff maintain many methods to disseminate information to "individual community members, Neighborhood Associations, and public and private agencies and groups in the District Coalition area" about Neighborhood Association activities, District Coalition activities, ONI programs, City public involvement opportunities, recruitment efforts for community volunteers for City Boards, Commissions, advisory committees, and task forces, and neighborhood livability issues.

- **Your coalition's priorities for the coming year:**
 - Ensure that board members from each Neighborhood Association receive all required notices and relevant communications.
 - Provide event notices, public outreach, and press releases to individuals in our area.
- **Specific activities you plan to implement:**
 - Email time sensitive notices directly to the Board Member email lists.
 - Send a monthly e-newsletter to the entire NWNW distribution list for updates on events, policy, and relevant news.
 - Publish a monthly newsletter in the "NW Examiner" newspaper with relevant news, neighborhood opinion pieces, and a calendar of all upcoming events.
 - Publish interesting events and notices weekly to the Coalition Facebook page.

PUBLICIZE MEETINGS AND ACTIVITIES: Neighbors West-Northwest maintains online and printed calendars and newsletters for public distribution of dates, times and locations of meetings and other related activities of the organization and affiliated Neighborhood Associations in the NWNW area. These items are published and updated in accordance with notice requirements in Section VIII: Open Meetings and Public Records in the ONI Standards.

- **Your coalition's priorities for the coming year:**
 - Keep calendars up to date.
 - Provide agendas for meetings when available prior to the meeting date.
- **Specific activities you plan to implement:**
 - Monthly calendar of all meetings and events published in the "NW Examiner" newspaper.
 - The NWNW website provides an online calendar, updated daily.



- NWNW maintains the publication of meetings on the ONI online calendar.

MINIMUM DELIVERABLES:

- Maintain a District Coalition website.
 - NWNW has recently redesigned our website in order to make it more accessible and user-friendly.
- Provide regular (electronic or paper) communication to the community.
 - Daily emails are sent to Board Members. Monthly email newsletters are sent to the NWNW distribution list. A monthly printed newsletter is published in the "NW Examiner."
- Maintain a current calendar of events that publicizes dates, times, and locations of District Coalition and Neighborhood Association meetings and events.
 - Online calendar is available at nwnw.org/calendar. Printed calendar is available via the "NW Examiner."
- Provide regular updates to ONI of names and contact information for District Coalition staff and board chair and Neighborhood Association board officers and committee chairs.
 - Coalition staff and Neighborhood Board members are tracked in an ongoing process. A list of updates are sent to ONI monthly or less frequently if no changes are needed.
- Post monthly updates to the ONI Portland Online web calendar of the District Coalition and affiliated Neighborhood Association events and the dates, times and locations of committee meetings that have standing to make decisions on behalf of their respective organization.
 - Coalition and Neighborhood meetings are published yearly and updated as needed.



ORGANIZATIONAL SUPPORT

Neighbors West-Northwest supports twelve constituent neighborhood associations and other community groups in developing and implementing projects and activities that benefit the community in the following areas:

LIMITED ORGANIZATIONAL ASSISTANCE: Neighbors West-Northwest board and staff provide assistance to community volunteers in their organizational planning, policy development, and event planning throughout the year through a direct support model. Additionally, staff provide specialized assistance in technical matters related to land use/planning, safety and livability, sustainability, graphic design, and communications.

- **Your coalition's priorities for the coming year:**
 - Help guide neighborhood association's organizational planning through Work Plans.
 - Provide leadership trainings/orientations.
 - Improve volunteer knowledge related to their neighborhood's interests/actions.
- **Specific activities you plan to implement:**
 - Provide technical assistance related to safety, transportation, and livability.
 - Assist all twelve neighborhoods in developing a work plan.
 - Refine and update leadership training materials (see training for additional info).
 - Continue to provide technical assistance based on knowledge of policy and procedures.
 - Assist neighborhoods fiscally sponsored by NWNW with obtaining 501(c)3 designation.
 - Provide fundraising training as requested by neighborhoods.
 - Create an organization resiliency plan to guide NWNW staff and board leadership.

COMMITTEE SUPPORT: Through the direct support staffing model, Neighbors West-Northwest will work with neighborhood association volunteers on neighborhood association and coalition issue-based committees and/or ad-hoc committees, organizing special events, and incubating community-driven initiatives that have a wide impact. Staff will provide planning, outreach, partnership support, and meeting and document administration as described in other sections of this action plan.

- **Your coalition's priorities for the coming year:**
 - Sustain collaborative projects including: emergency preparedness, city-wide response to homelessness, and transportation activities.
- **Specific activities you plan to implement:**
 - Staff will help schedule and attend meetings related to the collaborative projects above.
 - Staff will provide additional support to emerging projects at the neighborhood association level as requested.
 - Staff will promote programs and funding that may assist coalition and neighborhood volunteers in their work/interests.

OUTREACH SUPPORT: NWNW staff offer office equipment and communications programs to provide limited assistance to Neighborhood Associations with reproduction and distribution of print and/or electronic newsletters, meeting notices and minutes.

- **Your coalition's priorities for the coming year:**
 - Ensure NAs have access to a limited amount of photocopying services as needed.
 - Provide electronic outreach opportunities
 - Provide funding for printed communications via Communications Funding allotments.



- Ensure all meetings are published online and in print.
- **Specific activities you plan to implement:**
 - NWNW provides \$50 worth of in-house photocopies to each neighborhood.
 - NWNW will support neighborhoods in setting up and maintaining an electronic email subscription list.
 - NWNW will offer communications funding to each neighborhood for additional projects they wish to achieve, including but not limited to: newsletter printing, production of signs for meeting notification, online accounts for email subscription lists, marketing materials, postcards, etc.
 - NWNW will publish agendas on our online calendar, if provided.
 - NWNW will assist NA board with learning how to maintain their website.

MINIMUM DELIVERABLES:

- “Obtain General Liability and Directors and Officers insurance coverage for the GRANTEE governing board and organization.”
 - NWNW obtains General Liability and Directors & Officers insurance coverage.
 - NWNW staff and board leadership provide information about insurance requirements and standards to NWNW board members and neighborhood association leadership.
- “Offer General Liability and Directors and Officers insurance coverage to Neighborhood Associations.”
 - NWNW offers the above listed insurance coverage to neighborhood associations.
- “Assist Neighborhood Associations in finding accessible meeting space for their activities.”
 - NWNW offers assistance upon request to neighborhood association leaders who are seeking space for meetings or special events.
 - Staff assists in securing and providing proof of insurance for NA meetings and events.



ADVOCACY SUPPORT

Neighbors West-Northwest will support neighborhood associations and community efforts to analyze, organize, and influence decisions that affect neighborhood and community livability.

- **Your coalition's priorities for the coming year:**
 - Work with neighborhood association representatives to identify priorities and needed support.
 - Maintain clear communication channels to ensure that staff and volunteers are aware of potential areas of interest and opportunities to comment on impacts to the neighborhoods.
- **Specific activities you plan to implement:**
 - Implement Action/Work Plan process with all neighborhood association leaders
 - Set staffing priorities as dictated by Neighborhood Association Work Plans
 - Attend meetings as necessary to provide staff support
 - Connect neighborhood associations with relevant partners related to their advocacy/interests
 - The NWNW Board has identified three major topics for collaboration in this fiscal year:
 - Emergency Preparedness
 - Housing
 - Transportation

Staff will provide information, organizing assistance, and will regularly advertise neighborhood efforts to promote engagement, interaction, and increased participation.



TRAINING AND SKILL BUILDING

LEADERSHIP/SKILL BUILDING: Neighbors West-Northwest will develop and offer leadership and skill-building opportunities that benefit NWNW neighborhood association volunteers and the general public.

- **Your coalition's priorities for the coming year:**
 - Provide coalition-wide, public trainings twice a year.
 - Provide individual trainings upon request.
- **Specific activities you plan to implement:**
 - Compile and distribute public training materials.
 - Offer website trainings to neighborhood association volunteers.
 - Offer records management training to neighborhood association leadership.
 - Offer training to board treasurers and other appointed representatives.

TOOLS/BEST PRACTICES: Describe how your coalition will "Provide tools, methods and best practices to assist Neighborhood Associations" in the following areas:

- *General community involvement in their activities, including outreach, and recruitment and retention of new members and leaders; and*
- *Involvement by members of under-engaged groups in their activities and leadership.*
- **Your coalition's priorities for the coming year:**
 - Provide written training materials to neighborhood association volunteers and the general public.
 - Create a training for individuals or organizations not currently involved with but who may be interested in joining the neighborhood system.
 - Offer training twice per year.
- **Specific activities you plan to implement:**
 - Post training materials on the NWNW website for access by general public.
 - Provide link to training materials to all new board members along with an orientation upon request.
 - Develop training materials for intro. to neighborhood system by Dec. 2016.

MINIMUM DELIVERABLES: Describe how your coalition will meet the requirement to produce the following "deliverables:"

- Offer board orientation for coalition board members.
 - NWNW will offer an orientation for coalition board members.
- Offer board orientation for neighborhood association board members.
 - NWNW will offer an orientation for neighborhood association board members.
 - NWNW will post training materials on the coalition website to make them available to interested members of the general public.



PARTICIPATION IN ONI PROGRAMS

PARTICIPATION: Describe how your coalition will “work strategically and collaboratively with ONI in the development of ONI policy, budget, and program management and collaborate with ONI programs.”

- **Specific activities you plan to implement:**

- At least one NWNW representative will serve on the ONI BAC.
- The Executive Director will work with Program and Admin/Finance staff to implement ONI Programs.
- The board will appoint representatives to serve as liaisons to city bureaus.

PUBLICITY Describe how your coalition will “Help publicize program meetings, events, and workshops, make community members aware of available program services, and engage in limited collaboration with ONI programs.”

- **Specific activities you plan to implement:**

- NWNW will use all communications channels to promote ONI programs as appropriate (see Outreach & Communication section for more detail).
- Provide details of ONI programs in NWNW offered trainings (see training section for more detail).
- Host regular meetings (usually monthly) with Crime Prevention staff to ensure clear communication and to receive program updates.

MINIMUM DELIVERABLES: Describe how your coalition will meet the requirement to produce the following “deliverables:”

- “Have a minimum of one District Coalition representative participate on the ONI Bureau Advisory Committee (ONI BAC)...”
 - NWNW will appoint at least one community member to serve as a representative to the BAC and at least one staff member (the Executive Director).
 - The Executive Director will serve as a Steering Committee member.
- Have a minimum of one District Coalition representative to participate “in the formal process to review and update the ONI Standards.” [ONLY IF A FORMAL PROCESS IS INITIATED]
 - NWNW will commit to having at least one representative participate in the formal Standards review process if it is initiated.



NEIGHBORHOOD SMALL GRANTS PROGRAM

Neighbors West-Northwest will administer the Neighborhood Small Grants Program within the NWNW boundaries “in coordination with ONI and provide limited technical assistance for grant project implementation,” if the Neighborhood Small Grants Program is funded.

- **Your coalition’s priorities for the coming year:**
 - Increase the number of applications and/or partnerships for applications, especially from organizations representing or benefiting under-engaged populations.
 - Increase the amount awarded to organizations representing or benefiting under-engaged populations.
- **Specific activities you plan to implement:**
 - Refine the application based on feedback from the prior year’s application.
 - Improve submission requirements to increase ease for applicant (and equity).
 - Provide a longer application period.
 - Host small grants conferences – training opportunities for first-time applicants in both daytime and evening hours.
 - Schedule one-on-one meetings with applicants (as requested).
 - Recruit a robust review committee.

MINIMUM DELIVERABLES:

- Promote the program to community members and organizations within the district.
 - The Small Grants Program will be advertised in the Neighborhood Activist for at least two months prior to the application deadline. The first announcement will provide a thorough description of the program’s goals and requirements. This newsletter is published in the *NW Examiner*, which is distributed to 36,000 addresses in the NWNW coalition area.
 - NWNW will also promote the program through all outreach and communication channels maintained by the coalition (see Outreach & Communication section).
 - NWNW will actively seek out contacts with new or emerging organizations within the coalition area.
- Host a grant workshop.
 - NWNW will host grant conferences at least one month prior to the application deadline. These conferences will be offered during daytime and evening hours.
 - NWNW will host one-on-one meetings at the request of potential applicants.
- Recruit and coordinate a grant selection committee.
 - NWNW will promote the grant selection committee to the general public.
 - NWNW will advertise that this is a good opportunity to build leadership skills and learn about the grant process.
 - NWNW will provide an orientation for grant selection committee members that will include the program’s requirements and priorities for the coalition area.
- Fulfill ONI reporting requirements.
 - NWNW will fulfill all ONI reporting requirements.



MAINTAIN AN ACCESSIBLE OFFICE IN THE COMMUNITY

Neighbors West-Northwest will maintain an office within the coalition district area “that can accommodate the district staff and that is open and accessible to the community with reasonably accessible, safe, and healthy work space.”

- **Your coalition’s priorities for the coming year:**
 - Provide the community with consistent and helpful advice, information, and support.
 - Offer at least 7 hours a day for walk-in assistance.
- **Specific activities you plan to implement:**
 - Provide office staffing from 9:00 am to 4:00 pm.
 - If all staff are required at off-site meetings, the “Will Return” sign advises of the next available time to stop by.

MINIMUM DELIVERABLES: Describe how your coalition will meet the requirement to produce the following “deliverables:”

- Provide space for a minimum of three workspaces.
 - Our current office area provides 1 private office and 3 workspaces, with an additional small meeting area.
- Schedule and post a minimum of 20 regular hours of office operation per week to accommodate the walk-in public.
 - Our standard office hours (9-4) are posted on our website along with the office phone number. Typically at least one person is available in the office during normal operating hours.



DOCUMENT MANAGEMENT

For the past four years, NWNW staff and board have worked to establish and implement records retention and document management policies and procedures. The board has adopted: Policy for Public Records (March 9, 2011) and Document Retention Policies (June 8, 2011). These policies guide staff's creation of training materials, neighborhood association records policy documents, a procedures handbook, and associated acquisition and destruction forms.

COLLECT AND ARCHIVE DOCUMENTS: Following the policies and procedures above, NWNW staff will collect and archive appropriate Neighborhood Association and District Coalition documents.

- **Your coalition's priorities for the coming year:**
 - Send quarterly reminders to records creators, obtain 75% compliance.
 - Encourage each neighborhood association to adopt records policies.
- **Specific activities you plan to implement:**
 - Encourage neighborhood associations to post public records on their websites.
 - Formalize a public document/record request form.
 - Develop a training packet for document management and records creation.
 - Support neighborhood association review of membership lists (as requested).

ASSIST WITH REPORTS: NWNW staff assists member Neighborhood Associations, as requested, with tracking deadlines, completing, and filing of annual reports with the Oregon Secretary of State, Corporation Division, the Oregon State Department of Justice, and the IRS.

- **Your coalition's priorities for the coming year:**
 - Continue to provide this level of service to all neighborhood associations.
- **Specific activities you plan to implement:**
 - Complete all reports before their relevant deadlines.
 - NWNW will maintain a calendar of the relevant deadlines to ensure compliance.

MINIMUM DELIVERABLES:

- Deliver to ONI copies of updated District Coalition and Neighborhood Association bylaws, articles of incorporation, and records of tax-exempt status as provided to GRANTEE.
 - NWNW will provide ONI with the above documents.
- Archive Neighborhood Associations and District Coalition records for specific types of records for a specific period, depending on the type of record, including:
 - *Minutes of board, committee, and general membership meetings should be retained permanently or archived with the City.*
 - *Articles of incorporation, records of tax-exempt status, and records of grievances should be retained permanently, and bylaws and other operating rules should be retained while they are current.*
 - *Business records should be retained for seven years.*
 - *Coalition records, such as correspondence, pertaining to any issue a neighborhood votes on should be retained permanently or archived with the City.*
- NWNW will continue to follow these guidelines in accordance with our contract and as adopted in our document retention schedules and policies related to public records.