
East Portland Community Values



Issues and Priorities
Reported in
Interviews during
2010-2011

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Executive Summary:

As part of its strategic planning, ROSE Community Development leaders interviewed 65 community stakeholders (CS) and conducted a survey with 23 ROSE leaders (ROSE), including residents, board and staff members, about their priorities for East Portland neighborhoods. SWOT – strengths, weaknesses, opportunities and threats – analysis was used for the responses from both CS and ROSE leaders. Also, Responses of ROSE priorities and CS ones were recorded separately to identify commonalities and differences between the broader community and ROSE leaders.

Neighborhood improvements and community building were the top two categories in total responses in overall findings, strengths and priorities. The greatest threat was seen in East Portland's poor neighborhood improvements. The top two threat sub-categories were in that area: transportation and infrastructure, and planning and zoning. Economic development was seen as East Portland's top weakness.

Community building strategies are recommended, given that this category ranked highly as an East Portland strength, opportunity and priority. High value was placed on transportation and infrastructure projects, which were frequently cited as both a threat and an opportunity. The most frequently mentioned opportunities were:

1. Social assets (e.g., diversity and neighborhood identity)
2. Business development
3. Commercial redevelopment
4. Transportation and infrastructure
5. Education and training
6. Economic asset creation
7. Affordable housing
8. Civic engagement

Initiatives that address two or more of these opportunities could generate a high level of support. The responses suggest developing an advocacy strategy around transportation and infrastructure improvements, where key decision-makers are from outside the neighborhood. Within East Portland, community organizing could address our community's weaknesses such as business development and public safety.

Summary of the Findings:

ROSE board and staff members interviewed 65 community stakeholders (CS) in winter 2010-11. The interviewees included neighborhood residents, business people, social sector staff members and government officials. (See appendix for more about the process and a complete list of interviewees.) Then, 23 ROSE leaders (ROSE), including board and staff members and residents of ROSE housing, were surveyed using the same questions.

SWOT analysis was used to categorize the responses. Generally, responses that refer to the present and conditions internal to East Portland were categorized as strengths and weaknesses; responses that reference the future and are determined by actions external to East Portland were considered to be opportunities or threats.

Overall, 988 findings were collected from CS and ROSE. Of the overall findings, there were 780 SWOT typed-responses (SWOT) and 208 priority-typed ones

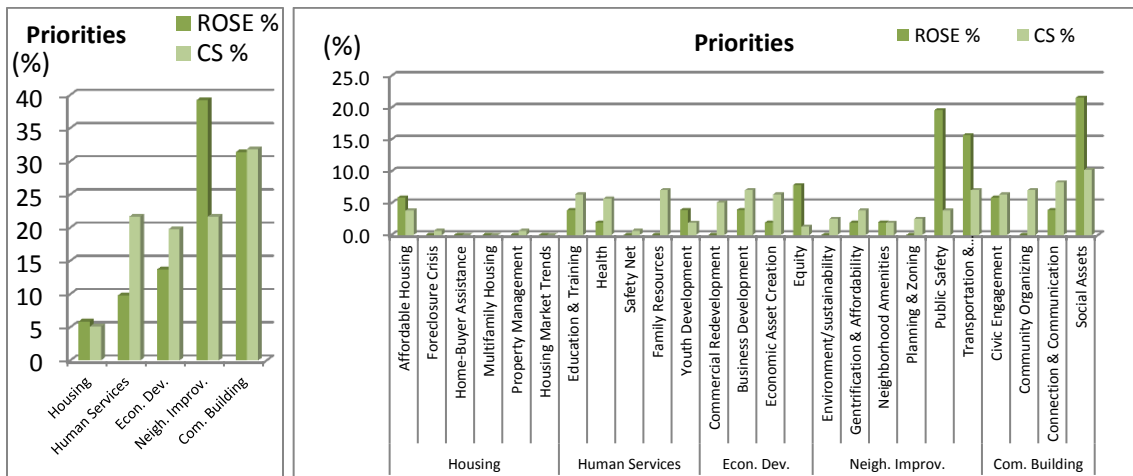
Priorities

Priority findings were sorted to determine any differences between Community Stakeholders and ROSE responses. Community Building was the highest priority for stakeholders at 32%, ROSE ranked community building second at 31%. The top ROSE priority was neighborhood Improvements (39%). Stakeholders divided the next three categories nearly equally among Neighborhood Improvements, Human Services and Economic Development. Housing ranked lower than the other categories for both groups at an identical rate of 5.9%.

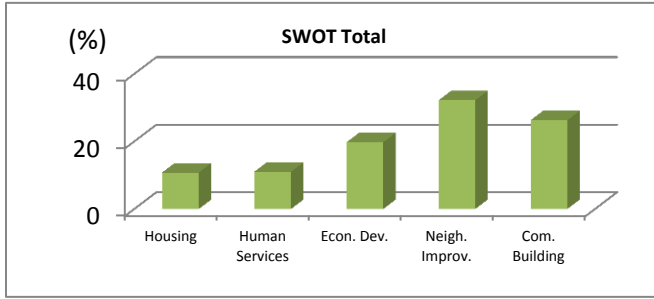
“Immigrants make great contributions to community, especially in struggling neighborhoods”

- Social Sector Leader

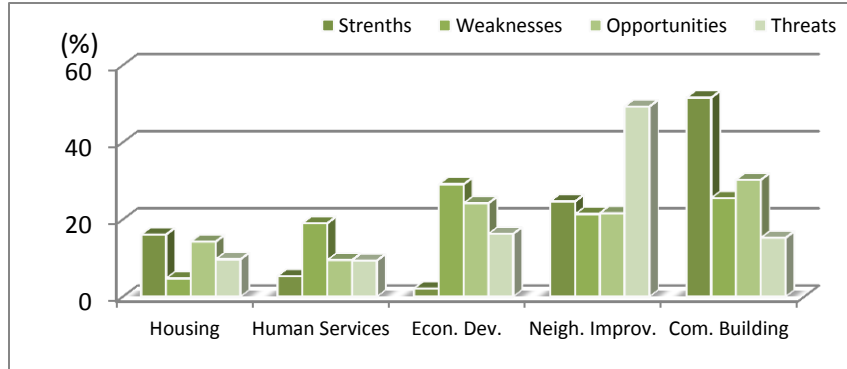
With few exceptions, there was a high level of agreement between Stakeholders and ROSE priority sub-categories. Family Resources and Community Organizing were ranked third by CS, but received no votes from ROSE leaders. Public Safety ranked second in ROSE responses, but only 12th with Stakeholders. ROSE respondents rated Equity highly at number four compared to 19th with Stakeholders.



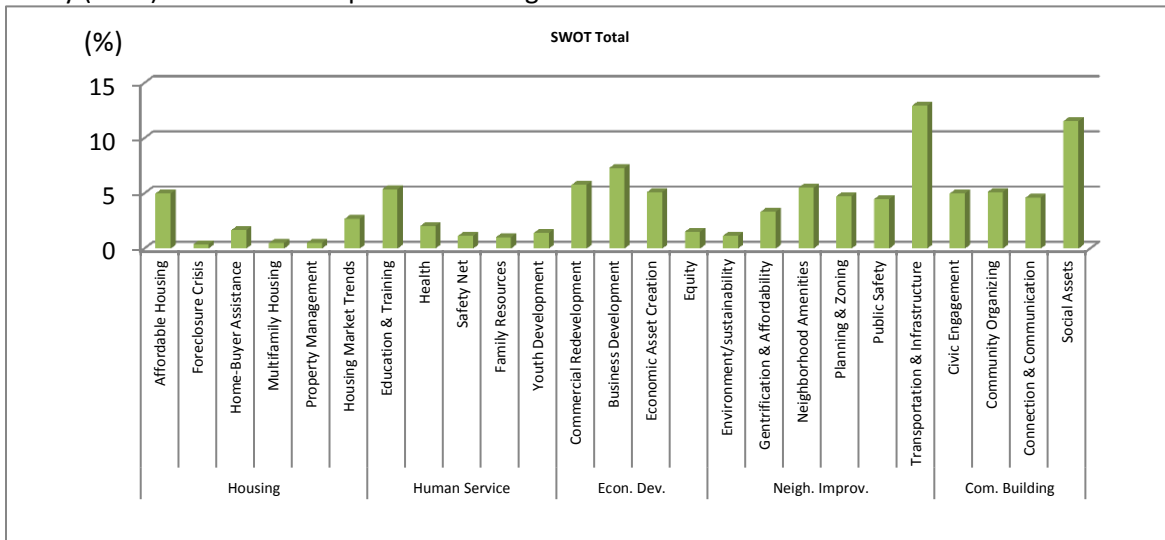
Strengths, Weaknesses, Opportunities and Threats (SWOT)



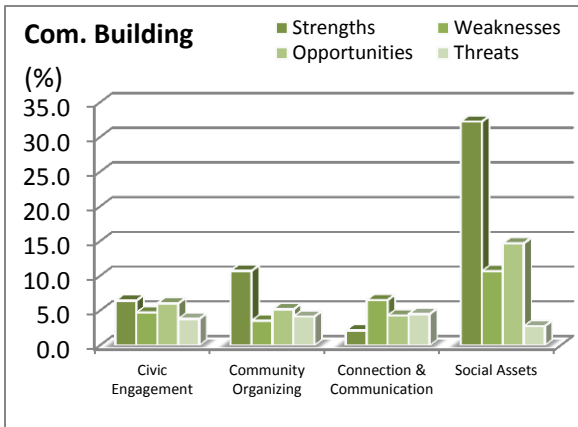
The most frequently mentioned SWOT categories were Neighborhood Improvements (32.2%) and Community Building (26.3%), Economic Development (19.7%), Human Services (11.0%) and Housing (10.8%) followed the top two categories.



As for SWOT sub-categories, Transportation & Infrastructure (12.9%) was the most frequently cited and Social Assets (11.5%) was next. Business Development (7.3%), Commercial Redevelopment (5.8%), Neighborhood Amenities (5.5%), Education & Training (5.4%), Community Organizing (5.1%), Economic Asset Creation (5.1%), Affordable Housing (5.0%), Civic Engagement (5.0%), Planning & Zoning (4.7%), Connection & Communication (4.6%) and Public Safety (4.5%) followed the top two sub-categories.



Community Building



Community Building generated the most responses of any category. Respondents saw it as the greatest opportunity, the greatest strength and the second greatest weakness of East Portland. The sub-category that was most frequently mentioned was Social Assets, which was frequently mentioned as both Strength and Opportunity. The most frequent references to Social Assets were related to diversity (54 responses).

Diversity ranked in fourth highest in the

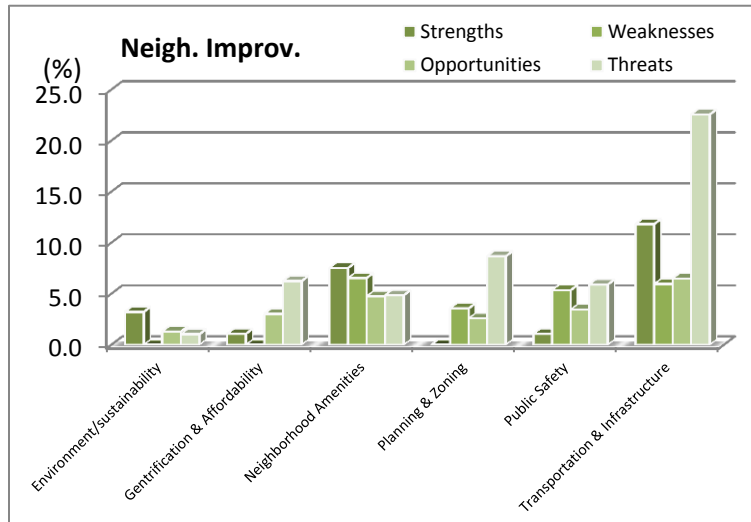
“Culture and diversity are strengths: Cultural grocery stores, Hispanic farmers market, etc. Other areas don’t have such diversity.”

- Local Business Owner

keyword ranking (See the keyword rankings in Appendix for details). Diversity was seen overwhelmingly as a positive element in East Portland.

Neighborhood Improvements

In this category, interviewees viewed Transportation and Infrastructure as the greatest threat to East Portland. Four sub-categories in the neighborhood improvement (Transportation & Infrastructure, Planning & Zoning, Gentrification & Affordability and Public Safety) were ranked in the top five in the ranking of threats. The most frequent Transportation & Infrastructure keywords related to capital

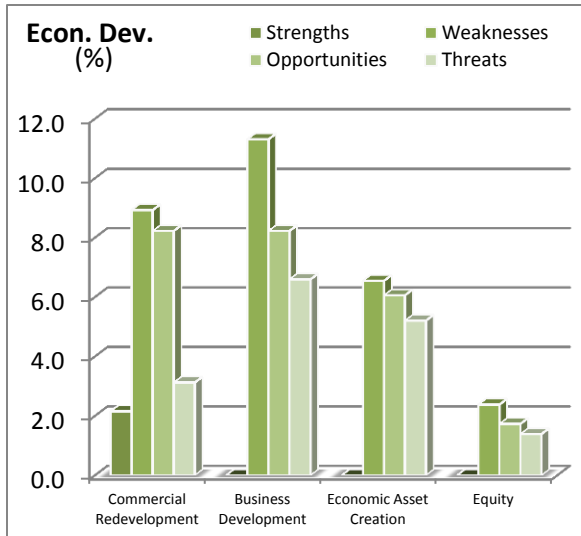


improvements such as sidewalks, crosswalks and traffic calming. These infrastructure-related words were ranked on third place in the keyword ranking.

“Lack of sidewalks makes it hard to connect with your neighbors and neighborhood.”

- ROSE Tenant

Economic Development



The Economic Development category had the fewest strengths and the most weaknesses. Three Economic Development sub-categories (Business Development, Commercial Redevelopment and Economic Asset Creation) were ranked in the top five of weaknesses. On the other hand, there are many opportunities in economic development because Business Development and Commercial Redevelopment were ranked second in that category. The most frequent keywords were related to employment (108 responses) even though Economic Development ranked just third in total responses.

“Outer SE is impoverished. We need more small businesses to serve the community.”

- Social Sector Leader

“We need a hub and places to go. There’s no reason to go to Lents Town Center area.”

- Local Business Owner

Housing



“Affordable housing is much needed in this area, Resident services and case management are important”

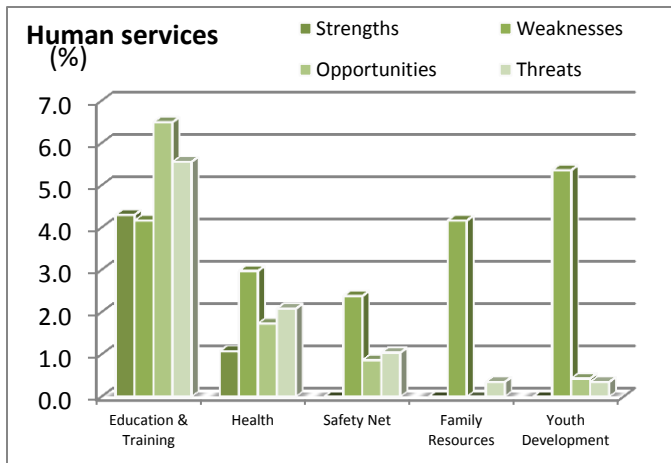
-ROSE Leader

“There’s no need for more affordable housing because the neighborhood has already been very affordable. Instead, business needs to come first. ROSE should do more “lifting up” than “digging up.”

- Business Owner

Housing ranked below the other categories. For Affordable Housing, the high ratio of strengths to weaknesses reflected both satisfaction with the work of ROSE and other housing providers, as well as East Portland’s affordability compared to the rest of the city. Affordable Housing ranked as the fourth highest strength. Responses mentioned funding opportunities and increasing demand for affordable housing. Some respondents saw threats related to affordable housing. Those responses include homeless issues, financing difficulties, opposition to more affordable housing and housing quality.

Human Services



Human Services were largely seen as a weakness. There were almost no strengths but weaknesses were reported in Safety Net, Family Resources and Youth Development. Education & Training was ranked in the fourth place in SWOT + Priority overall ranking, at 5.5%. School-related key words were ranked in second place. Marshall High School was third most frequent unique noun keyword, which mostly reflected concerns about the school's closing.

"Right now, I think all of East Portland should come together and work on a proposal for the Marshall High School building. Closing that school is a huge loss for the neighborhoods and I'd like to see a coordinated effort put forward to salvage that as a resource for the area."

- ROSE Leader

Recommendations:

- Community building – which was highly ranked as a Priority, Strength and Opportunity – could be the center of an advocacy strategy to address East Portland's Transportation and Infrastructure Threats.
- ROSE's strengths in community organizing and project management could be combined to develop infrastructure such as sidewalks and parks. The Harney Park Local Improvement District (LID) and, more recently, Marysville School Park, exemplify ROSE's unique skills in these types of infrastructure projects.
- Within East Portland, community building activities could be directed at perceived Weaknesses in Business Development, Social Assets and Commercial Redevelopment.
- Asset Based Community Development (ABCD) could build on East Portland's Strength in Diversity. In an increasingly multi-cultural nation, East Portland's diversity is a competitive advantage.
- Activities should address two or more of the most frequently cited Opportunities: Social Assets, Business Development, Commercial Redevelopment, Transportation and Infrastructure, Education and Training, Economic Asset Creation, Affordable Housing and Civic Engagement.
- In developing its strategic plan, ROSE should probe the areas where its leaders' positions diverged from those of community stakeholders: Community Organizing, Public Safety, Family Resources and Equity.
- Encourage a community-wide dialogue on the pros and cons of affordable housing in East Portland to increase common understanding and advance projects that support improved livability.
- Solve the Community Building dilemma; these activities are highly valued by stakeholders, but lack of funding make them difficult to sustain.

- Promote community-wide discussion about educational equity, dealing with issues around the Marshall High School's closure.

Case Studies:

Dudley Street Neighborhood Initiative (DSNI) as a model case of community building

Dudley Street Neighborhood Initiative (DSNI) is one of the most remarkable cases in neighborhood planning with community building strategies. The Dudley Street Neighborhood - located in inner city Boston - had been the city's most impoverished area for a long time. However, the neighborhood has been revitalized by ordinary yet diverse residents in race and ethnicity, emphasizing resident control over neighborhood decisions. DSNI "has grown into a collaborative effort of over 3,000 residents, businesses, non-profits and religious institutions members committed to revitalizing this culturally diverse neighborhood of 24,000 people and maintaining its character and affordability." <http://www.dsni.org/>

Roadway Not Improved as an advocate of sidewalk installation planning

Roadway Not Improved is a group of Portland State University graduate students that explored the opportunities and challenges created by unimproved streets in the city of Portland. As a result of their research about unpaved streets in Woodstock, they identified many unimproved streets remained in extremely poor condition. Property owners were unaware of their rights and responsibilities. They created a community toolkit to inform property owners about current city policy, provided information about choices, outlined strategies for collaborating with neighbors, and planted the seeds for a neighborhood approach to maintenance and advocacy. Greensboro, North Carolina's Sidewalk Installation Ordinance is another model. <http://www.roadwaynotimproved.com/>

Mercado Central as a model case of ABCD strategies for Economic Development

The Mercado Central is a retail business cooperative that was developed by the Latino immigrant community in Minneapolis, Minnesota. The Mercado Central (Cooperative Mercado Central) uses Asset Based Community Development strategies for economic development with creativity and hard work of members of this community, who joined forces with a faith-based organizing group and numerous community organizations. Currently, home to 44 businesses, the Mercado Central has transformed the lives of people in this community by recognizing their capacity to build their own local economy in a manner that reflected their traditions. <http://www.abcdinstitute.org/>

Appendix:

1. Description of the process

Step 1: Relational Meetings

ROSE's staff and board members had relational meetings with community leaders from a diverse set of organizations concerned about East Portland. Additional contacts were made at the suggestion of interviewees. Relational meetings and surveys were conducted with ROSE residents, board members and staff members to compare findings from external stakeholders with ones from ROSE internally.

"We have for years talked about raising ROSE's profile, and there's no way that having talks with 65 people doesn't help do that. Combined with the Neighborhood Association "road shows," we're getting ourselves out to many more people than we have in the past."

- ROSE Board Member

Interview Questions

1. What would you like to tell me about you?
2. What would you like to see more of in the neighborhood/East Portland?
3. What is important to you?
4. What would you change in the neighborhood/East Portland?
5. Is there anyone else that we should interview?

Step 2: Findings Database

The second step was to create a database for findings from reports of the relational meetings conducted by the ROSE members. In the database, each finding is categorized by following two ways. The first way is by “SWOT” (Strengths, Weaknesses, Opportunities and Threats). Findings that are internal to East Portland and/or reflect present conditions were generally categorized as Strengths or Weaknesses. Those relating externally to East Portland and/or to future events were categorized as Opportunities or Threats. Following is a list of categories and subcategories

Categories and Subcategories

Housing	
Affordable Housing	Rental housing, supply of affordable units, homelessness
Foreclosure Crisis	Foreclosure, impact to homeowners and neighborhood
Home-Buyer Assistance	Assistance programs, desire for higher homeownership rates
Multifamily Housing	Multifamily Housing, not specifically affordable/low-income
Property Management	Rental property, maintenance, impact on neighborhood
Housing Market Trends	Demographics, market impact
Human Services	
Education & Training	Schools, higher education & training, community college
Health	Health care, drug & alcohol, treatment
Safety Net	Emergency food and clothing, legal assistance, etc
Family Resources	Social services, child care
Youth Development	Youth programs
Economic Development	
Commercial Redevelopment	Real estate development, includes commercial & industrial uses not currently in East Portland
Business Development	Includes support to businesses, recruitment, retention, marketing
Economic Asset Creation	Tools to help people get out from poverty, ability for self-empowerment, micro-enterprise development
Equity	Address racial and economic disparities
Neighborhood Improvements	
Transportation & Infrastructure	Transportation improvements including roads, sidewalks, bike paths, pedestrian crossings, transit & parking
Public Safety	Crimes such as drugs and prostitution, police service & crime prevention
Planning & Zoning	Long-range planning, zoning, design review
Gentrification & Affordability	Both positive (e.g., access to services & home rehabilitation) and negative (e.g., displacement)
Environment/sustainability	Environmental sustainability, open space
Neighborhood Amenities	Farmers market, parks, shopping centers, good grocery stores, libraries, parks, etc
Community Building	
Social Assets	Diversity, relationships among people and community organizations, identity, donations
Civic Engagement	Participation and involvement in public affairs, volunteerism, grassroots effectiveness
Community Organizing	Organizing and coordinating efforts
Connection & Communication	Various means of communication within East Portland

Step 3: Analyzing the findings

The final step was to analyze the tendencies of the findings by creating graphs and rankings by categories of the findings to identify community issues and priorities.

2. Community Stakeholders interviewed

Name	Organization or Title	Name	Organization or Title
Katherine Anderson	ONI Crime Prevention	Kathleen Lansing	Lansing Linoleum Co
Tom Barnes	Powellhurst-Gilbert Neighborhood Association	Rosanne Lee	Crime Prevention Coordinator
Grayce Bentley	OPAL	Robert Liberty	Metro Councilor
Jeff Bieker	Assurety NW	Annette Mattson	PGE/David Douglas Schools
Richard Bixby	East Portland Neighbors	Ed McNamara	Turtle Island Development
Cathy Briggs	Oregon Opportunity Network	Victor Merced	Oregon Housing & Com Services
Mark Brisack	I've Been Framed	Steve Messinetti	Habitat for Humanity
Carlos Calderon	Hispanic Chamber of Commerce	John Mohlis	Oregon Building Trades Council and PDC
David Castricano	US Bank	Chien Montero	Wells Fargo
Nancy Chapin	Foster Area Business Association	John Mulvey	Foster-Powell Neighborhood Association
Jonath Colon	Hispanic Chamber of Commerce	Holly Nettleton	SE Works
Matt Cornia	Unitus Credit Union	Tim Ng	Oregon Realty
Monica Cuneo	People's Co-op	John Notis	Lents Town Center Urban Renewal Advisory Committee
Bill Dayton	Pizza Baron	Victoria Ogelsbee	Holgate Library
Jillian Detwiler	TriMet	Ken Phillips	Bar Carlo Restaurant
Donna Dionne	Love Boutique	Teri Poppino	Crime Prevention Coordinator
Amy Miller Dowell	PDC-Lents Urban Renewal	Cora Potter	Lents Town Center Urban Renewal Advisory Com.
Anne Dufey	Southeast Uplift	Christine Rhoney	Kelly (SUN) School
Pietro Ferrari	Hacienda CDC	Matt Roma	Standard TV & Appliance
Amanda Fritz	Commissioner	Tom Del Savio	Portland YouthBuilders
Donita Sue Fry	NAYA Youth & Family Ctr	Erika Silver	Human Solutions
Marilyn Goodman	Neighborhood House	Adam Simmons	Lents Creative
Nellie Grigorian	Ararat Bakery	Kim Simmons	Lents Neighborhood Association
Don Grotting	David Douglas Schools	Gloria J Smith	Classic Trophies
Tim Hammond	Mt. Scott Community Ctr	Don Spires	SGI-USA Crystal Spring District
John Hancock	Junior Achievement	Carol Uhte	Woodstock Library
Sanae Hosaka	SGI-USA Powellhurst District	Margaret Van Vliet	Portland Housing Bureau
Gail Kiely	Brentwood-Darlington Neighborhood Association	Suzanne Washington	Impact Northwest
Kathryn King	Real Estate Broker & Woodstock Neighborhood Association	Mark White	Powellhurst-Gilbert Neighborhood Association
Howard Klink	United Way	Troy Wilkerson	Realtor
Nathan Kochendorfer	Tremont Evangelical Church	Lore Wintergreen	East Portland Action Plan Advocate
Craig Kolins	Portland Community College	Carol	NW Learning Academy
Jill Kuehler	Zenger Farms		

3. ROSE Leaders Surveyed

Name	Organization or Title	Name	Organization or Title
Roger Anthony	Board	Christian Smith	Board
Amy Cervola	Resident	Martha Taylor	Board
Emily Gabler	Board	Hiroaki Kurita	Intern
Darlene Heck	Resident	Georgia McQueen	Board/Resident
Linda Hunter	Resident	Mike Masat	Staff
Carolyn Thurman	Staff	Teisha Parchment	Staff
Sherrrena Torrence	Staff	Virginia Petersen	Board
Han Tran	Staff	Carmen Sandoval	Resident
Heather Verdi	Resident/Property Mgr.	Vivian Satterfield	Staff
Sue Wiswell	Staff	Reedway Place	Resident
Nick Sauvie	Staff	Reedway Place	Resident
Ameera Saahir	Board/Resident		

4. Rankings

		SWOT Total				SWOT + Priorities Overall Total			
RK	Main Category	Sub-Category			Main Category	Sub-Category			
1	Neigh. Improve.	32.2%	Transportation & Infrastructure	12.9%	Neigh. Improve.	30.9%	Transportation & Infrastructure	12.1%	
2	Com. Building	26.3%	Social Assets	11.5%	Com. Building	27.4%	Social Assets	11.8%	
3	Economic Devt.	19.7%	Business Development	7.3%	Econ. Dev.	19.4%	Business Development	7.1%	
4	Human Services	11.0%	Commercial Redevelopment	5.8%	Human Services	12.7%	Education & Training	5.5%	
5	Housing	10.8%	Neighborhood Amenities	5.5%	Housing	10.0%	Commercial Redevelopment	5.4%	

		Strengths				Weaknesses			
RK	Main Category	Sub-Category			Main Category	Sub-Category			
1	Com. Building	51.6%	Social Assets	32.3%	Economic Dev.	29.2%	Business Development	11.3%	
2	Neigh. Improve.	24.7%	Transportation & Infrastructure	11.8%	Com. Building	25.6%	Social Assets	10.7%	
3	Housing	16.1%	Community Organizing	10.8%	Neigh. Improve.	21.4%	Commercial Redevelopment	8.9%	
4	Human Service	5.4%	Affordable Housing	8.6%	Human Service	19.0%	Economic Asset Creation		
5	Economic Devt.	2.2%	Neighborhood Amenities	7.5%	Housing	4.8%	Neighborhood Amenities		
							Connection & Communication	6.5%	

		Opportunities				Threats			
RK	Main Category	Sub-Category			Main Category	Sub-Category			
1	Com. Building	30.3%	Social Assets	14.7%	Neigh. Improve.	49.3%	Transportation & Infra	22.6%	
2	Economic Devt.	24.2%	Business Development Commercial Redevelopment	8.2%	Economic Devt.	16.3%	Planning & Zoning	8.7%	
3	Neigh. Improve.	21.4%			Community Bldg.	15.3%	Business Development	6.6%	
4	Housing	14.3%	Transportation & Infrastructure Education & Training	6.5%	Housing	9.7%	Gentrification & Affordability	6.3%	
5	Human Service	9.5%			Human Service	9.4%	Public Safety	5.9%	

Priorities / Community Stakeholder (CS)			Priorities / ROSE Leaders (ROSE)			Priorities / Combined CS + ROSE		
RK	ISSUE	PCT	RK	ISSUE	PCT	RK	ISSUE	PCT
1	Social Assets	10.2%	1	Social Assets	21.6%	1	Social Assets	13.0%
2	Connect Communication	8.3%	2	Public Safety	19.6%	2	Connect. & Communication	11.1%

3t	Business Development	7.0%	3	Transport. & Infrastructure	15.7%	3	Transport. & Infrastructure	9.1%
3t	Community Organizing	7.0%	4	Equity	7.8%	4	Business Development	7.2%
3t	Family Resources	7.0%	5t	Affordable Housing	5.9%	5t	Community Organizing	6.7%
3t	Transport. & Infrastructure	7.0%	5t	Civic Engagement	5.9%	5t	Family Resources	6.7%
7t	Civic Engagement	6.4%	7t	Business Development	3.9%	7t	Civic Engagement	5.8%
7t	Economic Asset Creation	6.4%	7t	Connect. & Communication	3.9%	7t	Economic Asset Creation	5.8%
7t	Education & Training	6.4%	7t	Education & Training	3.9%	7t	Education & Training	5.8%
10	Health	5.7%	7t	Youth Development	3.9%	10	Health	5.3%
11	Commercial Redevelopment	5.1%	11t	Economic Asset Creation	2.0%	11	Commercial Redevelopment	4.3%
12t	Affordable Housing	3.8%	11t	Gentrification& Affordability	2.0%	12t	Affordable Housing	3.4%
12t	Gentrification& Affordability	3.8%	11t	Health	2.0%	12t	Gentrification& Affordability	3.4%
12t	Public Safety	3.8%	11t	Neighborhood Amenities	2.0%	12t	Public Safety	3.4%

5. Key Words

5-1. Related Keywords

No	Related keywords	FQ	Sample Findings
1	Job-related - Business (72), Job(37)	108	<i>"Avoid jobs that are dead-end. Instead attract small manufacturers, internet based businesses. Presently there are tobacco shops, bars, ACE Hardware, restaurants. Talk to people about what would work".</i>
2	School-related - Education (22), School (53)	75	<i>"I'd like to see more involvement between the community and the schools"</i>
3	Infrastructure-for-safety-related - Infra (25), Sidewalk (35), Crosswalk (4), Slow Traffic (6)	62	<i>"Would like to see improved infrastructure - streets, sidewalks, bike lanes".</i>
4	Diversity-related - Diversity (33), Culture (22)	54	<i>"Diversity continues to increase: the city should maintain vibrant and support local businesses".</i>
5	Finance-related - Fund (17), Invest (18), Finance (5), Money (8)	48	<i>"Housing financing difficult; need gap financing".</i>

5-2. Unique Nouns

No	Unique Nouns	FQ	Sample Findings
1	Lents	54	<i>"No engine of economy: not enough jobs, Lents TC urban renewal hasn't worked effectively yet".</i>
2	Foster	15	<i>"Gentrification is a reality and Foster-Powell would be the ideal test case for incorporating low-income housing".</i>
3	Marshall (High School, closing in 2011)	12	<i>"WHAT SHOULD BE DONE WITH MARSHALL HIGH SCHOOL? "Change the boundary so it could be part of the David Douglas District. That way our kids could stay home (in the area). It would also be a good message to send to the School Board".</i>
4	David Douglas (School District)	11	<i>"David Douglas schools saw the number of students qualifying for free or reduced lunch climb from 39% to 78% in a 12-year period".</i>
4	Powell Blvd.	11	<i>"Infrastructure improvement, more sidewalks, turn lanes etc. (SE 136th, Powell Blvd)".</i>