

**City Innovation Program  
Micro Grant Applications  
February 2015**

## City Innovation Program February 2015 Micro Grant Applications

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# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Cut Through The FOG Grease Trap Cleaning Coupons	\$ 15,000	
<b>Primary Contact:</b>	John Holtrop	<b>Phone:</b> 503-823-7885	<b>Bureau:</b> Environmental Services

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Currently the Bureau of Environmental Services requires that food service establishments with grease traps maintain their traps and submit cleanout reports. The City participates in a regional Preferred Pumper Program that maintains a list of vendors for grease trap cleanings who also perform the maintenance reporting to the appropriate jurisdictions and notify the jurisdictions their scheduled cleanings in advance so that inspectors can observe the trap when it is empty and clean to verify it is in a good state of repair and functionality. The City cannot require that food service establishments use a Preferred Pumper and some choose to do self cleaning of their traps. Self-cleaners are most often small businesses that are trying to save money. However, they are not able to keep up with the cleaning, miss regulatory reporting, and are at higher risk of grease related backups, which would close their business down for health reasons. All of these problems result in much greater costs for the business in penalties, cleanups. In addition, when they properly maintain and document their grease trap they are eligible for a lower sewer rate. Businesses using preferred pumpers have much higher rates of compliance, have comparatively lower sewer rates, and have more time to focus on producing and serving food.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

The proposal is to use grant monies to pay for grease trap cleaning coupons the could be given out by City inspectors to primarily "self cleaner" food service establishments to get them to try using a Preferred Pumper vendor for this activity. The City has ~130 self cleaners identified at this time but that is number is growing as we identify more and more food service establishments install grease traps. The goal would be to have at least one cleaning coupon/reimbursement per "self-cleaner". A grease trap cleaning costs a food service establishment between \$80 and \$120 per event. The requested grant money would allow the City to provide one free preferred pumper cleaning to each "self-cleaner".

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

The benefits and goals of this project would be:

Being out of compliance with grease trap cleaning and reporting requirements can result in enforcement with monetary penalties and an increase in sewer rates for the food service establishment. Most self-cleaners are small businesses that have a harder time dealing with rate increases and enforcement penalties. Many operators of food service establishments use English as a second language. Getting them to use a vendor for their cleanings and reporting increases the likelihood that they will be in compliance with grease requirements and that they will have the most advantageous sewer rate which would promote equity. Getting small businesses that are self-cleaning to convert to using a Preferred Pumper vendor on a routine basis. Cleaning grease traps is a very unpleasant operation and it is believed the once a food service establishment tries this as an alternative to self cleaning some will choose to continue to use the vendor since they will be doing the mandatory reporting for them. Reducing the number of "self cleaners" will improve the work flow efficiency of the City. Getting at least one scheduled cleanout that a City inspector can attend and verify that the grease trap is functional or if it needs repair would be very beneficial. The City has found that a significant number of traps are in a bad state of repair and require replacement or may have been installed incorrectly. Inspecting these at the time of cleaning is essential in identifying this and getting these inspections scheduled with self-cleaners has been problematic and time consuming. Using a Preferred Pumper would streamline this.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

The Bureau of Environmental Services would be the lead bureau. Getting cooperation with the Preferred Pumper Program vendors may be desirable but is not necessary beyond what they have already agreed to do as part of the ongoing and existing program.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

<b>Project Title:</b>	Implementing Hatfield School of Government's recommendations	<b>Innovation Request Amount:</b>	\$20,000.00		
<b>Primary Contact:</b>	Mike Reed	<b>Phone:</b>	503.823.3399	<b>Bureau:</b>	BES

### Describe the Problem/Opportunity

The City of Portland has developed a successful interagency Streamlining Team whose purpose is to build a collaborative process that encourages efficient and effective communication among multiple federal and state agencies with our Bureau of Development Services and city Bureaus that require environmental permits to implement Bureau CIP projects. The purpose of this streamlined team process is to secure timely, responsive and non-conflicting permit decisions.

### Describe the Proposed Solution/Strategy:

On June 17, 2014, the Hatfield School of Government's Center for Public Service completed an independent assessment of the City's Streamlining Team process. The Center presented the results of their assessment to City Council during the Time Certain presentation (Oct. 22, 2014) of the Streamlining Agreement. The Center stressed the strengths of the Streamlining Team process but the Center for Public Service also felt the Streamlining Team process could use some improvements. This Innovation Proposal seeks to implement the Hatfield School of Government's recommendations by working to identify and improve procedures for information dissemination between the City Bureaus and the agency members of the Streamlining Team.

### Potential Outcomes:

With this collaborative streamlined coordination, city projects have been built on-time and on-budget, saving public rate-payer and tax-payer dollars. This process saves the City money by creating efficiencies in the way that city bureaus and agency regulators communicate with each other.

This proposal builds on recommendations made by the Hatfield School of Government helping to create efficiencies with how communications and decisions are made between regulatory agencies and City project teams. Importantly, implementation of this proposal will promote equity by increasing broader public understanding of this successful City process. A larger understanding of what makes this process successful will allow others to consider implementing similar model streamlining processes.

### Lead Bureau & Partners:

The Bureau of Environmental Services will be the lead (and only) Bureau implementing this proposal.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

*Fill in the expandable shaded areas. No more than one page please.*

<b>Project Title:</b>	Jobless Kids Ivy Cleanup	<b>Innovation Request Amount:</b>	\$10,000		
<b>Primary Contact:</b>	Vickie Robison	<b>Phone:</b>	3-6502	<b>Bureau:</b>	BES

### **Describe the Problem/Opportunity:**

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Eliminate ivy in our parks and ROW, give out-of-work young people opportunity for income and to network

### **Describe the Proposed Solution/Strategy:**

What is your idea for solving this problem or creating this opportunity?

Hire 18-25 year olds who are out of work to help the Parks Bureau prune ivy from Forest Park and other parks and ROW areas. There are kids who try hard to find jobs, but the competition is tough and they need to feel productive and like there's hope for income.

### **Potential Outcomes:**

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

The community, tax payers, and Parks Bureau would benefit. No one would be burdened. It makes Portland safer from falling trees, it's an unending task for Parks, lessens the possibility for risk claims to the city. It promotes equity through giving young people jobs when they haven't been able to otherwise. The Parks Bureau could be more efficient with their workforce if some of this tedious work were eliminated, as would other Bureaus if claims are filed from spreading ivy causing damage outside of the Right of Way or from falling trees.

### **Lead Bureau & Partners:**

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

***Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.***

Parks would lead because they're the owners of most of the property. BES would have smaller areas to clear if there were enough kids, so they might be a partner. BHR would have a big partner role in partnering through their hiring protocol. Parks and Transportation Bureaus would do advertisement at youth help organizations, on public transportation, in libraries and schools.



# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Multilingual Videos for Food Service Best Management	<b>Inn</b>		\$20,000
<b>Primary Contact:</b>	John Holtrop	<b>Phone:</b>	503-823-7885	<b>Bureau:</b>
				Environmental Services

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The Bureau of Environmental Services (BES) Cut Through the FOG Program affects approximately 3,000 food service establishments (FSEs) within the City. The program's goal is to reduce the amount of fats, oils and grease (FOG) entering the public sewer system in order to reduce the incidences of sewage overflows due to clogged sewer pipes. The program uses a two-pronged approach to reduce FOG in the public sewer system: staff visit FSEs to provide technical assistance on best practices and FSEs are assessed extra strength charges (ESC) based on the amount of FOG they discharge to the sewer system. By implementing best management practices, such as properly maintaining their grease trap or participating in a food composting program rather than using a garbage disposal, FSEs can reduce the amount of their extra strength charges and also avoid being out of compliance with City rules. BES staff engage in a significant amount of outreach and education to FSEs; however, staff recognize that the technical nature of the program may prevent FSEs and their staff fully understanding their responsibilities and options. When English is not the first or primary language in an FSE, education and outreach can be even more challenging. The program has produced and distributed multilingual written materials over the past few years, but our experience has been that they are not often used and/or are discarded. Moreover, the written materials are often only read by a single contact person and may not be share with or available to kitchen staff or new employees. Considering the potential financial impact the program can have on FSEs, staff are keen to use tools that enhance their education and outreach efforts in a culturally-competent and equitable manner.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

Staff propose to use grant monies to produce multilingual videos for food service establishment operators and landlords. The videos would be used by staff during technical assistance visits to show best kitchen practices and could also be accessed via the Cut Through the FOG web page. Using a visual learning tool like videos can reduce potential misinterpretation and clearly demonstrate the best practices staff are promoting. The benefit to the city, in the long run, can be fewer sewage overflows and lower cleaning costs for areas with higher concentrations of FSEs. The benefit to the FSEs can be lower extra strength charges through the implementation of best practices. Examples of video topics may include:

- How FOG impacts the sewer and treatment plant.
- How to clean a grease trap.
- Grease trap cleaning and maintenance reporting requirements.
- Best Management Practices to reduce FOG and Extra Strength Charges
- Water conservation and sub-meter options.
- FOG Enforcement.
- New construction and redevelopment FOG requirements.
- Landlord education.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

The main goal would be a more equitable approach to the program's outreach and education for so that all customers can learn what best practices can be used to reduce their sewer rates. The second benefit would be increased compliance with FOG requirements, lowering the need for enforcement actions and penalties. And, ultimately, reducing the amount of FOG entering the public sewer system benefits all ratepayers by decreasing the likelihood of sewage overflows, which can harm property and water quality.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

The Bureau of Environmental Services would be the lead bureau. No bureau or outside organization would need to be involved other than for comments or guidance.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	BES Plan Review Template Submittals	<b>Innovation Request Amount:</b>	\$5000		
<b>Primary Contact:</b>	Sebrina Nelson-Deal	<b>Phone:</b>	503-823-5843	<b>Bureau:</b>	BES

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Small business owners often times are unable to secure engineers, architects, or designers, to help them plan and design their projects to meet many Bureau of Environmental Services code and rule requirements. Additionally, even business/property owners who can hire reputable engineers, architects and/or designers, don't always understand the regulations or have employees that are "green" to City requirements. The results of property/business owners and professionals not understanding the requirements or how to design/build to those requirements, overburdens the city plan reviewer resulting in time consuming and costly (for both parties) back and forth interactions with the property/business owner. This is a common situation that occurs regularly with the BES Pollution Prevention Plan Review Team.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

To offer an online tool that would help open up the opportunity for small business owners to design BES Pollution Prevention specific requirements (such as: Stormwater Management Manual requirements; e.g. trash enclosures, spill containment, grease interceptor sizing and placement, dump stations for vending carts, etc) that are being imposed upon their development or property improvement without the need to secure costly engineers, architects or designers.

Property owners can be and are applicants for improvement projects on their properties; and we have many "green" owner representatives; therefore, having a tool that is easily understandable (don't need to read manuals or code) and can help them design requirements will help them realize what will be required. Helping them realize what is required will allow them to make better business decisions regarding their real-estate, business process and the improvements, and ultimately realize the financial impact, if there is one. The tool will help streamline the review process for the city reviewer because the applicant is now informed of the requirements, the design and monetary aspects, and can then submit (or not submit) a detailed plan that would be more closely inline with the BES requirements.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

The Business owner and the City will both benefit because less time (money) is being expended. The business owner will clearly understand how they need to design the BES required structure and can design it themselves, or have it designed through a template system. It will take some of the "mystery" out of the requirements for them and results in less "back-and-forth" with the City.

It also lessens the amount of time the City will need to review the project because if the project is designed through the template, it theoretically will meet the code and rule requirements. All business owners would have access to this tool, but small business owners would probably benefit the most. The City logs many hours providing technical assistance, when most of the questions could easily be answered or not exist if designed through an online tool. Most people are web/online savvy, and prefer to do business online, thus creating efficiency for both the City and the Business owner. The environmental footprint would be smaller due to less resource needs and a reduction in the CO2 emission (no need to drive to meet with the City).

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea. **Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

BES

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

*Fill in the expandable shaded areas. No more than one page please.*

<b>Project Title:</b>	Voluntary IID Program	<b>Innovation Request Amount:</b>	\$20,000		
<b>Primary Contact:</b>	Patrick Keenan	<b>Phone:</b>	503-823-2255	<b>Bureau:</b>	BES

### **Describe the Problem/Opportunity:**

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

There is an ongoing challenge in every community to keep the streets safe from drunk drivers. The people of the city of Portland deserve to drive its streets under the safest conditions possible, and a new program aimed at reducing alcohol-related accidents would serve as a bold message that the City government cares deeply about keeping its residents as safe as possible. One proven method for drastically reducing an individual's ability to drive drunk is to have the vehicle outfitted with an Ignition Interlock Device (IID), which requires the operator to blow a blood alcohol level below a pre-set threshold in order for the car's ignition to turn over. The prevalence of these life-saving devices, however, is upsettingly low due to two main factors: the financial cost of purchasing (or leasing) and installing the device, and the associated stigma of having and using an IID in one's personal vehicle. The Voluntary IID Program aims to achieve three main goals: reducing the incidence of drunk driving within the city of Portland; de-stigmatizing and increasing the use of IIDs in personal motorized vehicles; and promoting social and economic equity for Portland residents.

### **Describe the Proposed Solution/Strategy:**

What is your idea for solving this problem or creating this opportunity?

The Voluntary IID Program will provide financial assistance for low-income Portland residents to purchase an IID and have it installed in their personal vehicle. The program will only be open to voluntary participants who are not court-mandated to have such a device installed. Applicants will qualify for assistance based on whether they meet or are below a predetermined income level set by the program's administrators. The application will also include an essay section where the applicant may make a case for his or her particular need for assistance in receiving such a device. The income metric of the application will promote economic equity by allowing citizens who cannot otherwise afford an IID the opportunity to have one paid for and installed with no cost to them. The essay portion of the application will promote social equity by allowing applicants whose personal stories indicate the greatest need for such a device the opportunity to be heard by the program's administrators, regardless of whether they appear to be an in-need candidate per their income information. The essay will allow those who are mentally ill, physically impaired, or who have a history of alcohol abuse a chance to be considered based on the details of their specific life situation. Though voting outcomes and national polls repeatedly demonstrate most Americans consider drunk driving a serious crime, few willingly have IIDs installed in their own cars, due, at least in part, to the stigma associated with the use of such a device. It is well known that multiple-DUI offenders are often court-mandated to have an IID installed in their car for a duration after their license is reinstated. People who have not been legally required are therefore dis-incentivized to have and use an IID, due to the cultural association between the device and the crime. This stigma prevents many people who may be seriously in need of an IID from having one installed, which puts themselves and the whole of society at risk for serious injury or death. By increasing IID prevalence, the Voluntary IID Program will begin to de-stigmatize the use of IIDs and create an association in the culture between the devices and the preventive safety measures of responsible citizens. A grant of \$20,000 will provide for dozens of assisted IID purchases and installations. By carefully selecting the most deserving applicants, and by appropriately publicizing the program and its goals, drunk driving incidents will begin to decrease city-wide. The results of the first year of this program may not be immediately statistically significant in and of themselves, but as more and more cities, governments, and other groups latch on to the idea of a Voluntary IID Program, the reduction in DUIs will be drastic and widespread.

### **Potential Outcomes:**

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Society at large will be the ultimate benefactor of a program aimed at reducing drunk driving and making the roads safer, but several specific groups will benefit in various, quantifiable ways. The Portland Police Bureau and the Portland Fire and Rescue Bureau will be afforded a new avenue for public education and awareness to the dangers of drunk driving. As DUI offenses and crashes begin to reduce in number these bureaus will have less risk to their staff at the scene of accidents and more opportunity to use resources for other important causes. The City of Portland, as a governmental

organization, will see an uptick in IID use and an eventual downturn in drunk driving offenses, which will provide the intrinsic value of a quality of life improvement for the citizens, thus gaining public favor with voters. Adding to this will be the statewide and potential national attention that such a program will bring, which will further elevate Portland as a city known for its innovation and humanistic approach to growth and governance. There are no entities or individuals who will be burdened by this program.

As mentioned previously, the Voluntary IID Program promotes financial and social equity through its thorough and individual application process, and by its effort to de-stigmatize and increase IID use citywide. The eventual reduction in DUI offenses and crashes will create efficiencies by reducing the burden on the Police and Fire/Rescue to respond to calls, the impact on the judicial system to try and sentence the accused, and the traffic delays the transportation infrastructure incurs when accidents occur.

**Lead Bureau & Partners:**

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

***Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.***

The Portland Police Bureau, the Bureau of Transportation, the Fire and Rescue Bureau, and the 911 Bureau of Emergency Communication will be the main City organizations involved in implementation, and a panel of administrators will be selected with representatives from each. TriMet will want the program to succeed and may provide space on buses and trains for advertisement. Large, national nonprofits, such as Mothers Against Drunk Driving and Alcoholics Anonymous will support the program and bring it national attention. Local organizations like the Bicycle Transportation Alliance and Community Cycling Center will likely be interested in partnering and advocating due to the positive impact the Voluntary IID Program will have on their causes



# THE CITY INNOVATION FUND CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

**Project Title:** Making Great Decisions Tool      **Innovation Request Amount:** \$10,000

**Primary Contact:** Michelle Kunec-North      **Phone:** 503-823-9710      **Bureau:** BPS

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Equity, prosperity, health, and resiliency – these are key priorities of the Portland Plan and the Comprehensive Plan update. Over the coming years, the Bureau of Planning and Sustainability (BPS) and partner bureaus will take on projects to implement these plans – such as new area plans for centers and corridors, updates to the Transportation System Plan, or zoning code updates. These projects will need to show how they make the city more equitable, prosperous, healthy and resilient for all Portlanders. This practice is intended to encourage balanced, integrated multi-disciplinary approaches, improve transparency, and support holistic decision-making.

BPS staff, in partnership with City and community partners, has developed draft tools designed to forward these priorities. These tools include the Racial Equity Toolkit, Community Engagement Guide, and Climate Action Plan Equity Implementation Guide. Staff also uses health impact and economic development analysis to inform project approaches.

However, to fully and efficiently forward City priorities, a few challenges should be addressed. Current tools:

- **Are not integrated** – Existing tools do not work together to promote multi-objective approaches. They also overlap in the types of questions, data, and guidance they provide.
- **Exist in variety of formats** – Currently, a project manager must shuffle multiple tools in various formats, making completing the tools a more challenging and time-consuming task.
- **Do not take advantage of spatial data** – Current tools are not linked to the City’s robust GIS resources, making understanding a project’s geographic context and implications more cumbersome.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

This project will bring together a BPS staff team with expertise in the priority areas of equity, prosperity, health, and resiliency; planning project managers and implementers; and technical services staff. The project team will work collaboratively to develop a technology-based **integrated decision-support tool** that:

1. Brings together multiple, currently disparate, tools.
2. Links to the City’s geographic information (GIS) data.
3. Filters questions and guidance that is appropriate for the type, scale, and location of the project.
4. Provides output to support project documents and processes.

A City Innovation Fund grant would support BPS staff time to develop the initial tool and user interface.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

This project will benefit:

- **City staff** by streamlining project development, creating consistent expectations for the use of Bureau tools, and promoting more holistic and multi-objective project approaches.
- **City Council** and the **Planning & Sustainability Commission** by improving the project approaches and supporting documentation brought forward for future decisions.
- **Stakeholders** by increasing transparency and improving community engagement.
- The **city as a whole** through projects that intentionally consider and forward equity, prosperity, health, and resiliency.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

BPS will be the lead bureau. Other bureaus may be asked to review and pilot the decision-support tool. Various bureaus and community partners participated in the development of the tool inputs, such as the Community Engagement Guide.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

*Fill in the expandable shaded areas. No more than one page please.*

<b>Project Title:</b>	Neighborhood Pride: Anti-litter Campaign Toolkit		\$15,000
<b>Primary Contact:</b>	Julia Thompson	<b>Phone:</b>	3-0229
		<b>Bureau:</b>	BPS

**Describe the Problem/Opportunity:**

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Portland's recent influx of new residents and accelerated pace of growth and development has brought many good things. More housing and amenities in Portland's many neighborhoods and walkable business districts gives more Portlanders immediate access to the transit, restaurants and services they enjoy. But this rapid growth also means more Portlanders are sharing the same city streets and sidewalks, adding wear and tear on neighborhoods. Increased litter, like discarded cigarette butts and fast food containers, pollutes the urban environment and affects livability. The Bureau of Planning and Sustainability is looking for practical, efficient ways to enhance neighborhood livability while keeping our city clean, healthy and sustainable. With support from the Citywide Innovation Fund, we will create new resources to reduce litter in our many walkable business districts. *Background:* Since 1998, City of Portland's Solid Waste and Recycling has provided containers and public garbage service in **six of ~50 business districts** and the downtown area in Portland. Due to limited funds, the program never expanded to other business districts. Next month, Council will consider an ordinance to enter into a partnership with Venture Portland to expand trash collection in neighborhood business districts through small grants. It will reallocate existing resources, and for the first time it will give both resources and responsibilities to neighborhood business districts across the city — and help renew interest and commitment to keeping these districts litter-free. However, we believe that *garbage cans alone are not enough to support the behavior change to keep our districts litter-free.* We want to offer districts new trash collection resources, and we want to do it in a way that can keep our walkable neighborhoods clean over time.

**Describe the Proposed Solution/Strategy:**

What is your idea for solving this problem or creating this opportunity?

**BPS will create an anti-litter/ neighborhood pride campaign toolkit.** The campaign tool kit will include templates for outdoor ads and storefront signage, as well as a "guerilla tactic" or online component, likely a video/social media campaign that district participants could promote. In partnership with Venture Portland, the toolkit will be promoted to all ~50 business districts, offering a low-cost customizable resource to address the litter problem in their district. The Innovation Grant funds will help cover the development of the campaign toolkit, which we would aim to roll out in the next six months. Additionally, pending the approval of the small grants program, each district association that receives grant funds will be required to use matching dollars to implement and customize the marketing tool kit to drive behavior change to keep sidewalks and streets clean.

**Potential Outcomes:**

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Benefits of the grant program with a citywide behavior change campaign include:  
**Place-making, livability:** The campaign will benefit old and new residents, shoppers and diners in districts throughout the city by building neighborhood pride and drawing attention to new/existing garbage cans that make it easy to keep walkable districts litter free. Business districts may choose to use containers made by local artists and/ or that represent a unified look and feel for the district.  
**Equity:** All business districts will have the opportunity to apply for grant funds to initiate or maintain public garbage collection, and can customize and implement the campaign tool kit easily, with minimal costs. Distribution of funds will be based on criteria such as need, interest, and ability to implement public garbage collection.

**Lead Bureau & Partners:**List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea. ***Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.***

BPS and Venture Portland will enter into an agreement to distribute the tool kit, to augment the small grants partnership that is pending Council approval. Venture Portland will reach out to all business districts to promote the campaign and solicit applications for grant funds for public collection. Representatives from Venture Portland and select business districts will provide input on the campaign development, and apply for small grants through Venture Portland. All participating businesses will be required to match some percentage of the grant funds to implement the citywide campaign.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

**Project Title:** Digital Equity Web Portal **Innovation Request Amount:** \$10,000

**Primary Contact:** Mary Beth Henry **Phone:** 3-5414 **Bureau:** OCT/Revenue/BRFS

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Digital equity means everyone has adequate access to and understanding of information and communications technologies regardless of socioeconomic status, physical disability, language, race, gender or any other characteristics that have been linked with unequal treatment. Portland has not yet achieved digital equity for its citizens; 15% of Portland households have no access to the internet and computers in the home with the percentage rising to 18% for households with income under \$30,000. Only 30% of Hispanic households and 28% of those 65 and older have internet access. Access to the internet is essential for full participation in society -- applying for a job, doing school work, accessing basic health care information all requires adequate access to the internet. Portland must create strategic local solutions to address this disparity or a significant portion of our most vulnerable people will fall further and further behind and income disparity will grow. The City of Portland recognized the critical issue of digital equity in Portland's Broadband Strategic Plan, adopted by Council in 2011. The Plan calls for eliminating accessibility and affordability gaps for all residents. In November 2014, the City of Portland and partners hosted 70 diverse community leaders to begin identifying digital equity issues and gaps to serve as a basis for a community-wide Digital Inclusion Strategic Plan. While this long term planning is in progress, the City can make an immediate improvement in Portland's digital equity by developing a web portal that serves as a directory for computer and internet access, and resources throughout the city.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

The development of a Digital Inclusion Portal possibly using MediaWiki: <https://www.mediawiki.org/wiki/MediaWiki>. The portal will include all relevant information about computers publicly available, hours available, training available (including languages other than English), where to obtain free or low cost computers, organizations that do digital literacy etc. The portal will help identify where the gaps are in terms of access and literacy. This in turn will inform the Digital Equity Strategy. Potential evaluation metrics could include:

- measure a baseline of public computing access points available, # of public training hours available, # of languages used for training; types of training available; # of computers provided for home use; and
- develop goals for increasing access points and training hours available.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Portland's traditionally disenfranchised populations including at risk youth, immigrants, low-income, elderly and racial minorities. These populations will benefit from the web portal development. Collaboration among City bureaus on a digital equity web portal launch will foster future collaboration among City bureaus on implementing Portland's Digital Inclusion Strategic Plan.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

City Lead: Office for Community Technology (OCT), Revenue Division, BRFS  
Confirmed City partners: Office of Equity, ONI, PDC, OPS and BTS. These City agencies currently have roles in the Portland Broadband Plan.  
Confirmed Digital Inclusion Network (DIN) Partners: Each of these partners is committed to providing staff and other resources to the development of a web portal:  
Multnomah County, Portland State University, Portland Community College, Portland Public Schools; Portland Community Media, MetroEast Community Media, Mt. Hood Cable Regulatory Commission, Citizen's Utility Board, Free Geek, Home Forward, iUrban Teen, Technology Association of Oregon, Human Solutions, Latino Networks.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Supply Chain Greenhouse Gas Emissions Inventory for City Purchases	<b>Innovation Request Amount:</b>	\$20,000.00
<b>Primary Contact:</b>	Stacey Foreman	<b>Phone:</b>	823-3508
		<b>Bureau:</b>	Procurement Svcs (OMF- Revenue & Finance)

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The proposed update to the City's Climate Action Plan calls for reducing greenhouse gas (GHG) emissions from City operations 53% by 2030 (from FY06-07). Over the years, the focus has been on reducing the City's Scope 1 and Scope 2 emissions (e.g. electricity and fuel use), and less has been done on Scope 3 emissions (indirect emissions, such as the extraction and production of purchased materials). Recent research suggest Scope 3 emissions, such as supply chain GHG emissions, may well exceed Scope 1 and 2 emissions. Currently, the City does not have comprehensive data on the supply chain GHG emissions associated with Citywide purchases, and therefore, we may be missing some key opportunities for strategically reducing these GHG emissions.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

To contribute to the City's GHG emissions reduction goal, we need a strategic approach to reducing supply chain GHG emissions associated with City purchases. This request is for funding to complete a Supply Chain GHG Emissions Inventory of City Purchases using the Economic Input-Output Life Cycle Assessment (EIO-LCA) methodology. Doing an inventory is the first step in building a strategic approach to reducing the GHG emissions associated with our purchases. Completing the inventory will provide the data needed to understand the scope and nature of our supply chain GHG emissions and where to prioritize our efforts to reduce them. Once we have identified the priority product or service categories, next steps will involve working with the City Bureaus and suppliers to utilize and/or develop best practices for reducing the GHG emissions associated with those product or service categories. Best practices will vary by product or service category, but may involve updating standard specifications, contract requirements, internal processes, and/or working with suppliers to encourage improvements in their operations.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

The initial benefit is having the foundational data to build an effective approach to reducing GHG emissions associated with City purchases. Without this inventory, we lack the City-specific data from which to build a targeted approach to reducing supply chain GHG emissions. The benefits of the overall goal of reducing GHG emissions are multiple: everything from reducing extreme weather events and the human health and economic impacts associated with them, to reducing risks to food security. Tackling the GHG emissions associated with our purchases may also foster innovation within the supply chain that can be replicated throughout the U.S.

In addition, since the EIO-LCA process will also highlight high spend product and service categories, this data can be used by our strategic sourcing program to identify any additional products or services that should be targeted for Citywide price agreements or cooperative contracting. By consolidating spend in this manner, the City increases its leverage with suppliers, both from a price standpoint and any sustainability related mandates.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

Lead Bureau: Procurement Services, a division of the Bureau of Revenue & Finance within OMF.

Partners:

- Portland State University Community Environmental Services (PSU CES) – will conduct the EIO-LCA
- OMF Enterprise Business Solutions (EBS) – will pull needed data from SAP
- Oregon Department of Environmental Quality (OR DEQ) – will contribute their localized EIO-LCA tool (software)

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

*Fill in the expandable shaded areas. No more than one page please.*

<b>Project Title:</b>	Budget Process Kaizen Event	<b>Innovation Request Amount:</b>	\$7,500		
<b>Primary Contact:</b>	Jeremy Patton	<b>Phone:</b>	3-6961	<b>Bureau:</b>	City Budget Office

### **Describe the Problem/Opportunity:**

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

A recent audit conducted by the City Auditor's Office recommended that Council and the City Budget Office consider ways to lessen the impact of the budget process on City operations. The audit stated that the City's annual budget process was too time and resource intensive, the budget timing was inefficient, key budget guidance was provided after significant budget development had already occurred, and that the required budget documents provided questionable value.

### **Describe the Proposed Solution/Strategy:**

What is your idea for solving this problem or creating this opportunity?

In order to address findings from the audit, CBO proposes to use lean process improvement strategies and hold a Kaizen Event on the budget process. The event is usually held over 1-2 days and will consist of mapping out the entire budget process and identifying value added and non-value added activities. The goal would be to eliminate as many non-value added activities as possible while maintaining a process that meets the needs of the Council and the public. The requested funding would be used for consulting services to facilitate the discussion, including any pre-work that is necessary. Although CBO has some employees who have received limited training in lean process improvement, we are the managers of the budget process, and therefore believe it is necessary to obtain the services of an outside facilitator to objectively lead the discussion.

### **Potential Outcomes:**

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

By finding efficiencies in the budget process, you could benefit all City bureaus, Elected Officials Offices, and possibly even the public (through their participation in budget advisory committees and public forums). The intent of the proposal is to remove burdens, therefore we can't think of any party that would be burdened at this time. The project would hopefully lead to efficiencies in the budget process, which could include more informative materials and shorter processes which would free up staff to work on other programs. There is no direct impact on equity efforts of the City unless changes in the process lead to increased participation from minority groups. This participation would be a piece of the project, but the outcomes cannot be quantified at this time.

### **Lead Bureau & Partners:**

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

***Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.***

The City Budget Office will lead the effort. All City bureaus and Elected Officials' Offices will be invited to participate in the event. Participation by most, if not all, of the bureaus is critical for success of the event.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	City Performance Dashboards	<b>Innovation Request Amount:</b>	\$9,000
<b>Primary Contact:</b>	Ryan Kinsella	<b>Phone:</b>	3-6960
		<b>Bureau:</b>	City Budget Office

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The City Budget Office is well positioned to provide rich, meaningful, and interactive performance data to the city. We have the data and the tools and lack only the platform for delivering this accountability data to residents.

Bureaus within the City of Portland measure bureau performance with a variety of metrics for both internal management purposes and for communicating the effectiveness of programs to external stakeholders. Currently, there is no central hub for Portland residents and City Council to track these performance measures.

Over the past year, CBO has been collaborating with bureaus to identify and create key performance measures – the most selective and useful performance measures that track progress of core bureau services and strategic initiatives. Moreover, following the Mayor's interest in developing a performance dashboard around his stated priorities, the City Budget Office recently collaborated with BTS and a web designer in BPS to identify a handful of metrics that quantify the City's progress towards improving economic opportunities, complete neighborhoods, public safety, and good government. The Mayor's dashboard is available for public viewing at [portlandoregon.gov/dashboard](http://portlandoregon.gov/dashboard)

Concurrently, CBO analysts have become proficient in using a data visualization software which can be used to create interactive charts and graphs with large data sets. Data visualizations can be embedded in websites, where visitors can track data updated in real-time or as available.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

While CBO has staff capacity and expertise to create the data visualizations; additional web design assistance is needed to design and make adjustments to [portlandoregon.gov](http://portlandoregon.gov) to embed the data visualizations. This proposal would fund the costs of BTS support to make adjustments to [portlandoregon.gov](http://portlandoregon.gov) in addition to the costs of web design – either provided by BPS or an outside vendor.

The proposed solution builds upon the City Budget Office's efforts to improve bureau performance and staff expertise in data visualization in addition to the Mayor's interest in fostering a performance-based culture.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

The clear, compelling presentation of City information to the public is a critical element of a successful performance management strategy, as only constituents can hold bureau and political leadership accountable for intended results. Additionally, better communicating the value of the City's programs and services could help build public support for bureaus' efforts. Today's software tools in combination with an effective online platform offer the mechanism to present relatively detailed data in a simple, yet nuanced, manner. Ultimately, providing this data will better inform the public and, through the process of transparency and accountability, will lead to more the effective provision of City services.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

The City Budget Office will collaborate with BTS for technical assistance with changes to [portlandoregon.gov](http://portlandoregon.gov); web design support will be provided by staff from the Bureau of Planning and Sustainability or by an outside vendor, depending upon pricing and availability of staff.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Performance Stat Master Training	<b>Innovation Request Amount:</b>	\$8,000
<b>Primary Contact:</b>	Shannon Carney	3-6807	<b>Bureau:</b> City Budget Office

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The creation of Mayor Hales' online performance dashboard in late January 2015 offers a window of opportunity to transition the City beyond its current efforts of collecting and reporting on bureau performance data, to using that information to improve decision-making and create better results for the public. As a next step to actively monitor the dashboard, plans are in place to begin holding monthly "Portland Stat" sessions in early April. Portland Stat sessions are data-driven executive level management meetings which focus on tracking bureau progress toward established goals. Though many local, state, and federal agencies have realized the benefits of the Stat management approach over the last twenty years, Portland's commission form of government creates a unique challenge to implementing such a leadership strategy.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

Though the creation of the "stat" approach is often attributed to Commissioner William Bratton of the NYC Police Department, Dr. Robert Behn of Harvard University has been the primary academic leader in adapting the concept into a model that is used across federal government agencies, and in many cities and states across the country. In fact, Dr. Behn's recent book, "The Performance Stat Potential" functions as a how-to for local jurisdictions and government agencies that wish to use data to manage more effectively. We propose to use innovation micro grant funding to bring Dr. Behn to Portland to offer a master stat training, complete with several different sessions, to reach all interested employees and Council leadership. Depending on his availability, we envision holding a lunch session that is open to all City employees, as well as a training for bureau and Council staff that will be participating regularly in the sessions. Dr. Behn may even be available to meet one-on-one with the Mayor and City Commissioners during his visit. We anticipate his presentations will focus on how to develop and maintain key elements of the Stat approach: committed leadership, clearly assigned roles and responsibilities, careful analytics, and regular follow-through.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

We feel that learning from Behn in person will build momentum and a help create a shared vision for the transformative possibility of performance management for the City of Portland. The consistent attendance of City leadership at the monthly meetings is the essential component to ensure effective adaptation of the Stat strategy in Portland. More than a careful adherence to process, these meetings require the dedication of each meeting attendee and a focus on learning and collaboration. These sessions will enable City leadership to identify and implement the most effective solutions to our most intractable problems. As such, Portland is uniquely poised to employ the Stat approach to ensure that the programs and services help the city achieve its full potential.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

CBO has conferred with several local organizations that are also keenly interested in bringing Dr. Behn to Portland, including Portland State – Center for Public Service and the Harvard University Alumni Association of Oregon and SW Washington. We plan to work with these groups to share the cost of travel and accommodations to minimize the cost to each partner. A joint approach to the training sessions may also allow Dr. Behn to offer a mix of activities during the course of his stay.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

*Fill in the expandable shaded areas. No more than one page please.*

<b>Project Title:</b>	Office of Special Events, Arts, and Culture	<b>Innovation Request Amount:</b>	\$20,000		
<b>Primary Contact:</b>	Chad Stover	<b>Phone:</b>	(503) 823-4027	<b>Bureau:</b>	Mayor's Office

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Portland is a city that prides itself on special events, cultural activities and athletic events. Some of these events include the Portland Rose Festival, Last Thursday, The Doggie Dash, The MLK Dream Run, Portland Marathon, and the Oregon Brewers Festival. Additionally, Portland has a growing nightlife in which clusters of bars and nightclubs are popping up in various parts of the city that draw thousands of young party-goers to these entertainment district-like areas on weekend nights to eat, drink, be merry, and enjoy various forms of entertainment. Portland has also become a popular destination for television programs to film on scene. And as the city's population continues to grow rapidly over the next two decades, mostly by young, energetic, entrepreneurs, there is going to be a growing economic incentive by local government to embrace Portland as a sociable city. Congruent to this growing demand, there will also come a greater need for the City of Portland to proactively address the livability concerns that impact neighbors when such events or establishments of late night entertainment take place in their respective neighborhoods. These concerns, often referred to as environmental factors, consist of crowd management, noise, littering, loitering, public intoxication, double parking, traffic, and security to name a few. Thus, it can be concluded that the competing interests of bolstering special events, yet proactively addressing environmental factors, is, in fact, a package deal.

How is the City of Portland doing in this area? Currently, there is no centralized office in place that offers a one-stop shop for event organizers to come with their proposals for permits. The Bureau of Transportation and the Parks and Recreation Bureau are both in the business of issuing permits, but even they have to work with the Portland Police Bureau, Fire Bureau, and others in order to ensure all criteria are met in order to proceed. From the perspective of event organizers, the process is often described as highly bureaucratic, filled with obstacles, and often requires multiple trips to various City offices in order to achieve their goals. Furthermore, there are complaints of the "system" lacking in best practices and equity. Some events are granted more privileges than others and there doesn't seem to be an equitable process in place. On the City side, the process is equally bureaucratic and divided among bureaus and offices.

My proposal is to use the \$20,000 micro grant to conduct empirical research on other cities that are further along than Portland in developing an Office of Special Events, Arts, and Culture, as well as conduct public survey's in order to gauge our local community on this particular idea. Some cities in the United States such as Austin, Seattle, and Denver have already developed offices similar to this concept. Portland can learn from the best practices in other cities and through local public engagement, decide on the best path for our community.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

The solution to this problem is to create a centralized office in the City of Portland that focuses on special events, arts, and culture. In this office there should be a small group of staff who have dual knowledge in both the economic incentive of the various kinds of special events that come to Portland, as well as the ability to navigate the bureaucratic hurdles necessary in order to produce permits for each individual event. Right now, everyone is divided up in different bureaus and offices and only a few City staff with inside knowledge know how to navigate the bureaucracy. The centralized office would create a more user friendly option and offer a single point of contact for prospective event organizers who want to get a permit. In addition to the few staff who work in this office, various bureaus who are involved with special events and livability concerns should be required to dedicate staff and resources to work with the centralized office so that all requirements for permits are met. Some of the bureaus involved should include the Portland Bureau of Transportation, Parks and Recreation, Fire Bureau, Police Bureau, and Office of Neighborhood Involvement, to name a few. By streamlining the process into a single, centralized office, the City could create a set of best practices that all event organizers would follow when applying for a permit. The office could proactively produce educational materials for event organizers so that they would be able to better educate themselves on what they need to do in order to manage successful events and work with the City in order to get their permits. The Office of Special Events, Arts, and Culture could serve as a hub for proactively bolstering the arts and entertainment industries in a fun and safe manner, celebrating

all varieties of artistic expression. The success of Portland's overall economy is absolutely dependent on promoting this industry.

**Potential Outcomes:**

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Among those who would potentially benefit from this concept are event organizers, television production crews, establishments of late night entertainment, neighbors who live in close proximity to any of the fore-mentioned persons, and the overall Portland economy. I cannot think of anyone who would be burdened by this concept. This concept makes the City of Portland better because it delivers the message that we want to promote our city to the outside world and we place value on having a sociable city that promotes arts, entertainment, culture, and the freedom of creative expression. It makes Portland an equitable city because it creates a mutually agreed upon set of best practices for having special events and issuing permits, and the rules that accompany them. It will make the overall system significantly more efficient for both event organizers and the internal City staff who works on these issues. Creating a centralized, streamlined approach would make special events a priority for Portland's overall economy.

**Lead Bureau & Partners:**

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

***Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.***

Mayor's Office  
Office of Neighborhood Involvement  
Portland Police Bureau  
Bureau of Transportation  
Parks and Recreation  
Fire Bureau

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Mapping the Council filing process	<b>Innovation Request Amount:</b>	\$ 7,500
<b>Primary Contact:</b>	Betsy Ames	<b>Phone:</b>	503.823.4269
		<b>Bureau:</b>	OMF – CAO's office

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The current City Council filing process takes a considerable amount of staff time and effort, involving many redundant and paper-heavy efforts. Steps in the process include the following: bureaus prepare and file documents with their Commissioners-in-charge; Council offices file with the City Auditor's office; the Auditor's staff prepare and publish the Council agenda; the Council as a whole considers each agenda item and takes action; City Auditor's staff organize and record those actions; and the bureau (or bureaus) implements the actions.

The CAO's office recently worked with Council offices, the City Budget Office, and bureaus to streamline some of the redundant submission requirements, replacing a multi-page Financial Impact and Public Involvement Statement form and various cover memos with a one-page Impact Statement form. During those discussions, staff from many bureaus and offices suggested the City should implement an electronic filing process to reduce the time needed, improve transparency, reduce workload impacts and paper usage, allow for simultaneous review, and provide for better decision making. A first step - defining the "As Is" process - is needed as the basis for considering next steps and developing recommendations for improvements.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

The ultimate goal is to revise or eliminate components of and/or sequencing of the process and consider electronic technology as an enabler of a faster, less redundant process. The project for which the Policy Team seeks IF micro-grant resources is the first step - to process map the end-to-end process to identify areas for improvement and to generate buy-in and input from stakeholders for improvements. This will involve mapping the process steps starting at the bureaus, through the Council offices, into the Council Clerk's office, to the Council (and public) for decision-making, back to the Clerk's office and to bureaus for recording and implementation.

The micro-grant funds would be used to hire a consultant to work with the CAO's Policy Team and key City staff to do the end-to-end business process mapping. Not only would the consultant bring expertise in process mapping but, as someone external to the City, the consultant would bring an impartial perspective that will allow him/her to question current assumptions and practices used in the Council filing process and help identify opportunities for greater efficiency and effectiveness.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

A streamlined process would provide significant efficiencies. The time and effort of City bureau staff and City Council members and staff will be reduced, thereby allowing City staff to spend their time on 'higher value' efforts. A potential result is more time for Council members to consider the policy decisions implicit in the Council actions, which could lead to better City policies which benefit the City as an organization and the city of Portland as a community. The expanded use of technology may also increase the transparency of City Council actions and decisions.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea. **Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

Lead bureau: CAO's Policy Team, in partnership with City Auditor's Office and the City Budget Office.



## THE CITY INNOVATION FUND CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

**Project Title:** Portland Building Renovation Remote Workers **Innovation Request Amount:** \$15,000

**Primary Contact:** Karl Larson **Phone:** 503-823-5882 **Bureau:** OMF - PSSRP

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

To assist Bureau Directors in determining actual positions that could work remotely, share space to accommodate temporary displacement of workers in the Portland Building, and provide a “rolling” implementation plan for worker space needs throughout the Portland Building renovation, this project will set those parameters ahead of the renovation schedule. The goal is to reduce the need for rental office space by 1/3 to 1/2 with the resulting savings.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

While “remote” workers have generally not been well-received in municipal government environments, the Portland Building renovation provides an opportunity and a “working laboratory” to examine more efficient ways to utilize work space and provide additional incentives to the work force. All Bureaus within the Portland Building would work with a “consultant” to identify: 1) which positions could legitimately work remotely full time, with only computer, phone, and “remote meeting software (Skype, Webex, etc) for access to the City, 2) which positions could reasonably expect to work greater than 50% remotely, with only occasional needs for face-to-face contact on City property, 3) which positions are needed 75% or full time within City-designated work spaces while the Portland Renovation is in process. This would also allow for identification of those positions that would share a rented workspace for occasional needs within the City. During this identification process, Human Resource rules, Bureau specific rules and procedures, and expected contact procedures would be modified or established ahead of the implementation of the “remote work” environment.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Starting this process early would allow the City appropriate planning for rental workspace during the rolling renovation. Each identified position would be prepared early with the proper equipment and instructions on how to continue their functions in a remote environment. The current employees facing relocation would benefit by time-savings in travel and more efficient use of standard office time at work. While it does add to the “burden” of supervision of remote employees, proper safeguards can be put in place. The City would save money in reduction of the square footage needed for temporary employee housing, and would find that office meetings through electronic means would create a more efficient use of time and resources, reduction of travel needs within the City, reduced fleet needs, and greater work efficiencies due to time savings. This would also allow for an examination of “remote work” policies and effectiveness, allowing affected Bureaus to add this option when selecting candidates for open positions. Allowing for “remote” workers would increase the hiring and retention, and thus promote greater equity opportunities within the City workforce.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

The Lead Bureau (OMF-PSSRP) and any other Bureaus currently having employees in the Portland Building will be involved in this assessment and ultimate movement of personnel. Contractors and project designers for the Portland Building renovation will also be involved in the planning and facilitation of employees through the process. Each Bureau would need to assist with and provide necessary evaluations of positions to determine which would qualify for “remote work”, either on a partial basis or a full time basis. It is premature to identify and ask for Bureau concurrence at this time. However, such concurrence would be the first step in the assessment process, alerting the Bureau directors of this direction, instructing them on what type of evaluation will occur, and getting their honest buy-in to the process.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

**Project Title:** CommunityConnections/Lagniappe **Innovation Request Amount:** \$10,000

**Primary Contact:** Maryhelen Kincaid **Phone:** 503-286-3354 **Bureau:** North Portland Neighborhood

**Describe the Problem/Opportunity:** What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Notifications from City Bureaus are not consistent, sometimes duplicative and difficult to manage. The information used to contact neighborhood groups is not reliable, is inconsistent, and varies from bureau to bureau. Lagniappe (lan-yap) is a Cajun word meaning “a little something extra”. It will take *lagniappe* to develop an architecture for City Bureaus to develop, redesign and manage their notification process and community outreach programs as well as to develop sound practices and processes to maintain reliable contact information. It is frustrating to community members to receive short notice of meetings, hearings, and conflicting meeting times. It is frustrating for citizens, as well as City bureaus, to not have reliable information on how to engage and contact neighborhood associations. Portland is known for its great neighborhood involvement structure – let’s take this opportunity to make it better by creating policies to be used by City staff charged with disseminating information so they can better inform the community on civic engagement and community program opportunities in a timely fashion. To quote Steve Job, “Innovation distinguishes between a leader and a follower.” It is important to be innovative in the approach to this challenge.

**Describe the Proposed Solution/Strategy:** What is your idea for solving this problem or creating this opportunity?

Create an architecture for Bureaus to be consistent in timely notification and have neighborhood association contact information that is current and reliable. Funding is for a position to be an Information Architect who will act independent of any City bureau so as not to be hampered by existing bureau culture in regard to interactions and communications. Bureau staff and identified citizen stakeholders would form a committee to propose a plan for a consistent and transparent process for timely notification and useful public information to citizens of Portland. Joint meetings with PIAC committee members, and ONI staff will inform the process. Recommendations will be presented to City Council for endorsement and specific implementation directives. Concurrent to the development of the best practices for notification, work will be done to create mechanisms for accessing reliable information from the City website. There are pieces of work already done and some are in development. Process improvement steps will be identified to maintain the needed information for contacting neighborhood associations. Without this foundation the notification process and the dissemination of public information will not be improved.

**Potential Outcomes:** Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

All citizens of Portland will benefit by creating an architecture to provide good notification policies, developing a process to keep the contact information on the ONI website current. It would contribute to the goals of livable neighborhoods and addresses issues of equity by providing connections to City projects. Initially a burden might be on City staff tasked with carrying out a new process but the burden would soon be a benefit when the process becomes a part of project planning and the outcome is better citizen input and participation. Cost effectiveness would be achieved by providing citizen input and acceptance which adds value to a project or program as opposed to complaints and delays which are costly.

**Metrics for Success:** How do you propose to track progress and project outcomes?

Bureaus would be given a scorecard to track the numbers of notifications, participation levels at events and feedback from citizens on the effectiveness of new process and notification. Surveys of neighborhood leaders would be done to document feedback.

**Lead Bureau & Partners:** List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea. **Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

North Portland Neighborhood Services/ONI would be the lead bureau. Other bureau involvement would be added as the project progressed.

# THE CITY INNOVATION FUND

*Fill in the expandable shaded areas. No more than one page please.*

<b>Project Title:</b>	Aquatic Online Employee Scheduling Management Software	<b>Innovation Request Amount:</b>	\$15,000		
<b>Primary Contact:</b>	Natalie Shaffer (seasonal employee - endorsed by Nancy Roth)	<b>Phone:</b>	503-823-5102	<b>Bureau:</b>	Portland Parks

## Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Many recreation and aquatics programs around the country have begun to use online employee scheduling management software to handle complex, real-time scheduling issues that happen when in need of replacement lifeguards or swim instructors on short notice or during busy summer schedules. PP&R has looked into a few existing web based apps that other entities use, or that provide similar solutions, but PP&R has a unique scheduling issues due to its size (over 700 aquatics staff), number of sites (13 pools open various times of year), certifications (lifeguard, swim instruction, etc.), and vast array of availability of staff (ages 15 to 50) just to name a few of the components that go into deciding who would be a good fit to schedule as replacements, as needs are constantly arising.

A lot of existing time and effort is put on our lead aquatics staff to find these replacements, which costs staff time and extra money.

## Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

After exploring a handful of options, it is believed that a small customization to products currently being provided by one to two vendors could be customized to fit the unique scheduling needs of PP&R for around \$10,000. We are also allowing \$5,000 as some buffer to be conservative, and the vendors tell us that for a small amount more, the app could be used to convert data into a format that can be integrated with SAP Timekeeping. We feel it would be worth some extra money to provide this additional functionality as currently all Aquatics staff are positive time-entry employees – meaning every hour worked needs to be entered into SAP in order for them to be paid, with this functionality, a lot of the initial entry could be validated and fed from a system scheduling application, and not hand-keyed into SAP.

## Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Over 700 front-line Aquatics staff would directly benefit by having access to an app that could provide them timely information on available spots to work extra hours, and unique opportunities that maximize their own travel and time. It would greatly benefit the lead pool staff that spend all of the extra time and money trying to find replacement seasonal staff today when staff are sick or have leave.

It could also be potentially very valuable for other seasonal work groups (such as fitness instruction, camp instructors, sports officials, etc.) that PP&R currently employ that run into similar scheduling complications, but to a lesser degree than Aquatics. And could provide a foundational step in a large bureau-wide issue of capturing time electronically for positive time entry seasonal staff, which today are captured on handwritten timesheets and interpreted by timekeepers.

## Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea. ***Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.***

Portland Parks and Recreation would be the lead bureau. The only other bureau that might ultimately partner would be the EBS Team on the time capture portion. They have shown prior support for the bureau pursuing a time capture alternative for positive time entry staff, but none have readily identified themselves to date.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Community Center Kiosks	<b>Innovation Request Amount:</b>	\$20,000		
<b>Primary Contact:</b>	Sam Sachs	<b>Phone:</b>	(503)936-1540	<b>Bureau:</b>	Parks

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The problem is that currently the only way to apply for a job with the city is through on-line or a computer. This is a problem for many community members who may not be able to afford a computer or have access to one. It also can create a barrier for those in the disabled community who may need some kind of assistance or also don't have access to on line applications. Child care is a huge barrier as well.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

The proposed solution: Designate all community centers in the Parks as city application centers and furnish on-line application kiosks in the community centers as a pilot project. Train the community center staff or a volunteer on how to operate the kiosk and how to assist those who may have specific needs when filling out the applications. Parents can let their children play in the gym or game room while they are applying for a job.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Those who will benefit my hope is; that single mother or father who can't afford child care or a trimet pass to go find a friend or someplace else to fill out the application, but can easily walk down to Charles Jordan Community Center or Matt Dishman and fill it out. Others are those with disability's that may need assistance or don't have access or transportation to get to a place where they can fill out the on-line application, but a community center is more accessible .

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

Parks and Human Resource

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Community Garden Policy Review	<b>Innovation Request Amount:</b>	\$14,000		
<b>Primary Contact:</b>	Laura Niemi	<b>Phone:</b>	503-823-1612	<b>Bureau:</b>	Parks

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The Parks 2020 Vision sets goals to develop programs to promote community and provide high quality services and opportunities for all residents. The Community Garden Program operates 50 gardens across Portland and the demographic profile of the users is changing rapidly with an increase in the number of participants from immigrant and refugee communities. There are over 16 languages spoken by community gardeners and program goals seek to further engage and enroll communities of color and other historically underrepresented people to provide access to public land to grow fresh, healthy food.

The program policies and procedures establish parameters all registered gardeners must abide by. The current version was created by and for Western gardeners and inadvertently prohibits some practices widely used by other cultures. The policies also need to be modified to further take into account the needs and resources available to gardeners with disabilities and people living on limited incomes. In 2014 the staff time expense for sending and responding to policy violation letters was over \$20,000. The cost of interpretation and translation has limited our ability to educate gardeners with limited English proficiencies about the policies and to understand their needs and barriers.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

We seek to develop and implement an inclusive program policy review process to update the program policies and procedures. This process will include a project design phase utilizing policy and equity experts from Parks and Office of Equity and Human Rights to shape a culturally inclusive process. The policy review will take place over a series of community meetings involving current gardeners representing 16 language groups, various economic levels and abilities. All project materials will be translated and interpreters, food, and childcare will be provided at the community meetings. Staff will compile meeting notes and use them to draft new policies and procedures to be shared with stakeholders for feedback. The final policies will take effect November 2015.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

The primary result of this process will be program policies and procedures translated into the languages currently represented in community gardens. Because the process will be participatory, gardeners will understand the policies and the policies will better fit the gardeners in the program resulting in greater gardener retention and a decrease in staff time issuing violation notices. Additionally, we expect to develop new and strengthen existing relationships with our diverse gardeners and other members of their communities. We intend to cultivate community leaders who are engaged in government process and decision-making and who will continue to develop their leadership roles in their garden and community. The resulting policies will reduce barriers to program participation and increase enrollment from historically underserved communities. Through the process we will gain greater insight and understanding of the unique needs of the community which will help inform program expansion and strategic priorities. Due to the broad involvement of Parks work units, these new connections can lead to greater awareness and participation in Parks programs and facilities. This inclusive community policy review process can be a model to be used for other work units hoping to conduct similar work.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

Lead Bureau is Portland Parks and Recreation with technical advice from the Office of Equity and Human Rights. Interpretation and translation services will be provided by approved City vendors.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

*Fill in the expandable shaded areas. No more than one page please.*

<b>Project Title:</b>	Data Dashboard Expansion –Tableau Software	<b>Innovation Request Amount:</b>	\$17,000		
<b>Primary Contact:</b>	Jason Smith	<b>Phone:</b>	503-823-5448	<b>Bureau:</b>	Parks

### **Describe the Problem/Opportunity:**

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Desired Outcome: Increased access to data for decision making.  
PP&R currently manages a performance management program that includes over three dozen performance metrics. All metrics are linked to the bureau's 2020 Vision and three year Strategic Plan. Compilation and processing of data is usually completed during the development of the bureau's Annual Performance Report.  
<http://www.portlandoregon.gov/parks/article/512726>

The bureau is interested in making data more accessible to managers in a real-time basis. In addition, managers need more dynamic access to data that allows flexibility, interactivity and enhanced readability.

### **Describe the Proposed Solution/Strategy:**

What is your idea for solving this problem or creating this opportunity?

In order to achieve the above outcome PP&R recently made an initial pilot investment in Tableau data visualization software. PP&R has realized enormous success with the initial investment and is looking for support to further its investment and expertise using Tableau software for data dashboard development.

### **Potential Outcomes:**

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

In the initial testing period Tableau software has proven to be an important tool for making data more accessible, interactive and interesting for decision makers and staff at PP&R. The use of Tableau has greatly increased the efficiency of analysis and presentation of data which has allowed PP&R the capacity to quickly develop data visuals which can then be incorporated into informational performance dashboards. Managers are starting to look towards the functionality of Tableau to serve their individual needs as it relates to program management. PP&R has recently started to make select data visuals available to the public via its website. This provides an opportunity for the public to interact with key data sets and better understand the bureau's performance in key result areas.

The following webpage shows an example of PP&R's current use of Tableau as it relates to promoting our efforts to diversify our workforce.

[https://public.tableausoftware.com/views/EmployeeDemographicsAnnualProfile/PPREmployeeDemographics?:embed=y&:display\\_count=no](https://public.tableausoftware.com/views/EmployeeDemographicsAnnualProfile/PPREmployeeDemographics?:embed=y&:display_count=no)

Further support to expand the use of data dashboards will help in continuing to build a culture of data driven decision making at PP&R and the City in general.

### **Lead Bureau & Partners**

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Disc Golf Expansion Program	<b>Innovation Request Amount:</b>	\$14,000
<b>Primary Contact:</b>	Jamison Holtz	<b>Phone:</b>	503-964-1240
		<b>Bureau:</b>	Parks & Recreation

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

With support of this micro-grant, Portland Parks & Recreation would be able to further establish its mission to provide better accessibility and engagement in public parks. Through the development of new disc golf courses, PP&R would effectively relieve significant pressure from Pier Park (Pier Park is currently the ONLY disc golf course owned by Portland Parks). The leading organization supporting the sport, in general, is the Professional Disc Golf Association (PDGA), which is in its 33<sup>rd</sup> year as a professional organization. According to PDGA's research, disc golf is known to be one of the fastest growing sports WORLDWIDE. This innovative micro-grant will help expand interest of this already popular sport and will provide more accessible park space for disc golf enthusiasts. The cost of courses, course management and upkeep are relatively minimal, in comparison to almost any other organized sport; the disc golf expansion program is an efficient and impactful use of this micro-grant. Portland metropolitan area hosted the 2014 World Championships (which is an amazing statement that there is a strong demand in Portland), however the majority of disc golf courses are outside Portland's city limits. The need for new courses and expansion of disc golf programs citywide is still a necessity.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

In order to solve this problem, we created the disc golf development strategy. This strategy includes building courses in under-used Portland city parks, in areas that lack future commercialized infrastructure, parks with wooded areas (note: disc golf has a relatively low impact on the environment), and balancing course distribution with careful decisions. Our main focus for this solution will be to provide service to East Portland. Additionally, funds would be used as a "start-up" base with which we would effectively utilize a small team to promote awareness of this fast-growing sport. Specific opportunities may include involvement with PP&R Summer Playgrounds Program to gather interest and community support of the development of new disc golf courses.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

The Disc Golf Expansion Program will benefit many local businesses that will partner with Portland Parks & Recreation. Our city parks will have a reduction of crime with positive recreation activities present proven by the development of Pier Park in North Portland. The minimal costs of disc golf courses, course management and disc golf programs make this micro-grant an efficient use of funds. Another result of new courses would include an increase of park users in general, capitalizing on the City's valuable investment in its various parks. The community, families, and individuals of a variety of demographics may gain interest in the healthy outdoor activity. Although there is potential that neighbors may have frustration if discs fly onto their property, this is easily avoidable through wise and experienced design insights.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

Portland Parks & Recreation has already initiated the conversation with a variety of nonprofit and local organizations including the Greater Portland Bible Church (site of Lunch Time Disc Golf Course), Next Adventure, Huk Lab, Stumptown Disc Golf Club, and D.G.O.D. Disc Golf Club. The initiator of this micro-grant is among the top disc golf professionals in the nation; a member and active competitor of the Professional Disc Golf Association.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Diversity Opportunities through Bilingual Employees	<b>Innovation Request Amount:</b>	\$10,000		
<b>Primary Contact:</b>	Bill Alley	<b>Phone:</b>	503-703-6782	<b>Bureau:</b>	Parks

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The city of Portland serves a diverse community and seeks to increase diversity in its work force. Language is often a barrier to understanding different cultures and clearly communicating about those differences. This program would give opportunities to employees to become functionally fluent in a language other than their native tongue.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

"Rossetta Stone" language learning software would be purchased and made available to employees who are willing to make a commitment to learning to become fluent in languages that have relevance to creating a more diverse environment. Each \$500 copy serves 5 individuals. A \$10000 investment will create 100 bi lingual individuals with ongoing access to the language software to brush up. Larger organization wide packages are available with cost dependent on the scale of the program.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Supervisory staff that receive this training will be in a position to communicate more clearly with non-English speaking members of the community and staff. Having members on hiring panels be bilingual, and advertising that fact, will increase the comfort level for applicants that might otherwise not apply. Having front line staff trained will allow interaction with members of the community that currently being under served, as well as increase ease of communication with English as a second language employees. English as a second language employees can use the program to increase their English competence. A pool of employees that are bi-lingual can serves as on demand interpreters.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea. **Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

All City Bureaus

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

*Fill in the expandable shaded areas. No more than one page please.*

<b>Project Title:</b>	Equitable Technology	<b>Innovation Request Amount:</b>	\$10,000.00		
<b>Primary Contact:</b>	Donna Leslie	<b>Phone:</b>	503 865-2380	<b>Bureau:</b>	Portland Parks

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Field staff is often left out in vital communications due to the fact that they either don't have access to computers in the field office, or they don't have mobile phone or iPad devices they could use during the day. If they had access, they could communicate more frequently, would have the ability to respond to inquiries in a timely fashion, and would feel more like they were working as a team with other city, county, and state staff.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

Purchase iPads, I-phones, notebooks, etc as needed for field staff who don't currently have access to technology.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Field staff would benefit. Some current IT staff may carry some of the burden to help set up and maintain connections. This project helps field staff work on a technologically equitable level with office personnel. It promotes equitable time-management methodologies between field staff and office staff so they have the ability to respond, create, and work in the same timely fashion as office staff.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea. ***Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.***

Portland Parks & Recreation would be the leading bureau, but this idea could be utilized in many other bureaus as well such as: the Water Bureau, Bureau of Environmental Services, and the Bureau of Development Services. I would ask for partnerships from Microsoft, Better World Wireless, TechBridge, and others.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Flow Management of Children's Interactive Water Play Features	<b>Innovation Request Amount:</b>	\$11,100		
<b>Primary Contact:</b>	Gordon Kunkle	<b>Phone:</b>	(503) 823-2252	<b>Bureau:</b>	Portland Parks & Recreation

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Unmonitored water flow at our existing interactive splashpads results in thousands of dollars annually literally going down the drain. Relying on user push button activation and simplistic timers attributes to the water waste. Due to the nature of the interactive water play features, the water rate is burden with sewer and stormwater fees as well.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

Install monitoring equipment at 6 of the 10 existing splashpads. 2 of the 10 are currently remotely monitored proving water savings of thousands of dollars per year. 2 other splashpads need extensive system modifications to allow for remote monitoring so are not presented for consideration at this time. The remaining 6 splashpads reside at parks currently controlled by our MAXICOM central irrigation control program. Installation of flow monitoring equipment will utilize existing on-site communication devices.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Monitoring the use will not only save money on the cost of water but extend the life of the water play equipment by reducing the number of cycles. Furthermore, when failures occur, they can go days before reported. Provided the monitoring capability, weather factors will be considered as to hours of operation, thus projecting a responsible approach to our water management concerns.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

Portland Parks and Recreation will be the lead on this project working with Portland Water Bureau and the Bureau of Environmental Services.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Gabriel Park Landscape Integration Project	<b>Innovation Request Amount:</b>	\$ 12,000
<b>Primary Contact:</b>	Janelle St. Pierre, City Nature West	<b>Phone:</b>	503-823-4439
		<b>Bureau:</b>	Portland Parks & Recreation

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Gabriel Park in SW Portland provides a broad spectrum of resources to local residents including: a community center and pool, community garden and orchard, sports fields, tennis courts, skate park, a playground, picnic areas, winter and summer dog-off-leash areas, and natural areas and trails. It is the site for the Sprout Academy, a preschool and summer camp program. It is the headwaters for Vermont Creek and provides critical storm water retention and habitat. The park lacks a plan to manage and balance this very diverse set of uses and benefits. This presents both a challenge and an opportunity for management of the landscape in this unique park.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

Portland Parks & Recreation is in the process of finalizing an Ecologically Sustainable Landscape Initiative. This initiative builds on established ecological and sustainable best management practices; identifies desired future landscapes for increasing ecological functions throughout the park system by diversifying landscapes to make them more sustainable and provide additional ecological function, sets priorities for identifying enhancement areas and suggests a process for collaboratively working together. Gabriel Park presents an excellent opportunity to develop an ecologically sustainable landscape concept that integrates a number of the different uses of the park and creates a climate resilient landscape that benefits both park users and wildlife.

This project proposes to develop a concept plan for Gabriel Park. Plan development requires hiring a consultant and a facilitator to work with project partners to develop a visual that incorporates new management concepts for the park and community input. There are opportunities to expand the natural areas and create better stream buffers; create a pollinator garden which would enhance the community garden and orchard; and create more sustainable paths and access points to both natural and developed areas of the park. There is also an opportunity to identify environmental education areas that would enhance the learning experience for groups that are using the site and promote stewardship of natural areas.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

A recently formed Friends of Gabriel Park brings community enthusiasm and a desire to work with Park staff and partners to improve the park. They have expressed substantial interest in developing a plan for the park that improves the health of the natural areas and provides opportunity for community engagement. Park staff have limited capacity and need additional resources to be able to create an integrated concept. Park staff are also interested in collaborating with our partners at the Bureau of Environmental Services to build on substantial investments in habitat improvements in the past.

The proposed project would create significant efficiencies by bring together the different community stakeholders, four work groups within Parks, and BES staff to create a common vision and plan of action for developing innovative projects in Gabriel Park. It would also create a demonstration project for integrating natural and developed landscapes. The project needs to include both an internal discussion within the City and a public visioning session with community partners. This project will require staff time for both PP&R and BES.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

Portland Parks & Recreation, Bureau of Environmental Services, Friends of Gabriel Park, and SW Neighborhoods, Inc.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Improve Cultural Responsiveness of Summer Free For All Programs	<b>Innovation Request Amount:</b>	\$18,500		
<b>Primary Contact:</b>	Jeff Milkes, Southeast and East Services Manager	<b>Phone:</b>	503-823-1641	<b>Bureau:</b>	Parks

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Changes in demographics in east Portland require a much more culturally responsive summer playgrounds and lunch program than offered in previous years. Beginning with the great recession and continuing today, Portland Parks & Recreation is the city's largest provider of the USDA summer lunch programs. Our role has grown from provision of 62,000 to 111,000 nutritious lunches over the past five years. The lunch programs are provided in the city's most poor neighborhoods and of these 111,000, a great majority derive from immigrant and communities of color. The playgrounds program operates at approximately fifty locations each summer.

Roughly 57% of Portland's youth and the future of our community eat well because of government-subsidized meals in school cafeterias. Many of these children rely on those free or reduced lunches for half of their daily, caloric intake. They live in food insecure homes, where their families subsist at or below national poverty levels, and are simply unable to afford the basics. In fact, studies have shown that very low food security was higher in Oregon than the remainder of the country during the onset of the economic downturn (source: Edwards, Who is Vulnerable to Hunger in Oregon). During the summer recess, they face two daunting realities: malnutrition from the consumption of a cheaper, less varied diet or hunger from skipped meals. Food insecurity is a debilitating, insidious force and the summer playgrounds program provides meals that are essential to their health and well-being. In fact, studies are building a link between hunger and poor health. Examine Portland's poorest neighborhoods and see that evidence in the exploding childhood obesity rates, the higher incidence rates of chronic conditions like diabetes, and the persistence of lower rates of educational achievement (source: Food Research and Action Center). Hunger is a persistent and serious social justice issue.

three  
ways: First, The seventy-five seasonal staff who operate the program need to be trained how to better communicate with people from different cultures, while understanding the kinds of activities necessary to draw children to the 50 locations where the program is offered. Second, intercept surveys to best inform decision makers are requested to determine whether needs are being met, who is receiving service and ways of communicating and marketing the program. Third, important services offered as part of an outer east mobile recreation program dedicated to children of new Portlanders in east Portland are in Jeopardy of not being offered. Although this program is not part of the summer lunch program, it takes productive, positive and active social and recreational activities to locations where otherwise, services would not be offered (apartment complexes, school playgrounds, etc.). These services offer a positive alternative to drug abuse and delinquency.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

1. Currently, PP&R provides two days of training for the seventy five + seasonal employees. Approval of this grant would allow a third day of training to be offered that would focus specifically on cultural relevancy, games that attract new immigrants, ways of ensuring children from differing cultures feel comfortable and in a welcoming environment. We would enlist the support of experts from different cultural communities, the Office of Equity and Human Rights and others (\$8,000 for one day for all employees).
2. Intercept surveys would be coordinated, created and implemented and Playgrounds/lunch programs as well as movies and concerts in the Parks. This would inform decision makers on demographics, where people are traveling from, how they learn about the opportunities, etc. This would assist staff in delivering a more responsive program (\$2,500).
3. Dedicated east Portland mobile programs have been successful over the past few years. Unfortunately, the donors who paid for the programs are not able to continue financial support. This grant would be matched with

funds from current summer playgrounds program to ensure this important service is offered. Last year, the service was offered at ten sites per week, for ten weeks to 25 to 50 children per visit (\$8,000).

### **Potential Outcomes:**

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Benefits: Children of immigrant families, new Portlanders and people who live in our poorest neighborhoods.

Burdened: No one is expected to be burdened. PP&R leadership possess capacity to offer the programs.

Better: To be more culturally responsive will ensure more children will attend summer lunch and playgrounds programs, provide a healthier community and provide leadership with information that will remain within the organization – staff will have the knowledge necessary to assist with training in the out years.

Equity: Yes.

Efficiencies: Knowing more about who are participants are, where they travel from, size of families, etc., will help inform marketing and communication strategies and ensure the most efficient approach to offering the programs.

NOTE: THIS IS NOT AN ALL OR NOTHING REQUEST. APPROVAL OF SOME OF ALL OF THE THREE AREAS OF IMPLEMENTATION WILL CREATE VALUABLE OUTCOMES.

### **Lead Bureau & Partners:**

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

***Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.***

Portland Parks & Recreation, Office of Equity and Human Rights, East Portland Parks Coalition – committee on summer lunch and hiring project. I confirm each of the three partners are in support of this initiative (Milkes, PP&R).

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Increasing Equity in Natural Area Stewardship	<b>Innovation Request Amount:</b>	\$13,000
<b>Primary Contact:</b>	Lynn Barlow	<b>Phone:</b>	503.823.4404
		<b>Bureau:</b>	Portland Parks & Recreation City Nature

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The PP&R natural area stewardship program has a desire to diversify its volunteer base to become more representative of the communities we serve. According to a 2012 Portland State University survey, 97.7% of our frequent (10 or more times per year) volunteers identify as caucasian. While current staff are committed to diversity and actively conduct outreach to communities of color, the program is at capacity and staff have limited availability to form new, genuine and productive partnerships with organizations that work with under-served populations in our community. Simply put, there are not enough staff in the program to achieve our diversity goals without significantly reducing the amount of partners we currently work with.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

An 11-month Americorps position focused on fostering new partnerships with organizations in Portland which serve communities of color would help greatly to advance the equity goals of the PP&R natural area stewardship program. The goals for this position would be to increase participation in stewardship programs by identifying and removing barriers to participation in the stewardship program, establishing meaningful contacts and partnerships with organizations in the Portland metro area which serve communities of color and other under-served populations, and more.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Implementation of this projects aims to benefit the City of Portland and PP&R by increasing capacity to form new partnerships with communities of color. This project also benefits the community by increasing engagement with underserved communities without the need to scale back existing partnerships. The project expressly aims to increase equity in our the stewardship program by proactively addressing gaps in the demographics of our program participants, gaps which likely exist due to limited staff capacity combined with implicit bias and institutional racism in our society.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

**Lead Bureau:**  
Portland Parks & Recreation, City Nature

#### Partners:

Columbia Slough Watershed Council, Johnson Creek Watershed Council, Groundwork Portland Green Team, Wisdom of the Elders. \*Many other non-profit partners will play a key role in this project but could not expressly confirm participation at the time of the Micro Grant application deadline.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Install Remote Monitoring Components at Well Sites	<b>Innovation Request Amount:</b>	\$12,500
<b>Primary Contact:</b>	Gordon Kunkle	<b>Phone:</b>	(503) 823-2252
		<b>Bureau:</b>	Portland Parks & Recreation

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Currently, staff drives throughout the city to record water flow at 24 well locations providing irrigation to our parks and golf courses. This occurs monthly to satisfy the Oregon Water Resources Division water rights reporting requirement.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

Connect well sites through cell modem devices to remotely acquired water flow rates. These cell modem devices are currently in use within 12 Portland parks that operate on our Weather based, Centralized Irrigation Control system.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Eliminate monthly vehicle trips and open up staff time to attend ongoing system maintenance requests.

Provide Real-time Monitoring capabilities with alarm postings of system failures preventing catastrophic events and destruction of property.

Low Cost / Ease of Installation / Reliable

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

Portland Parks & Recreation will be the lead on this project working with BTS to establish communication protocols.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	LED Pool Lighting Upgrade: Southwest Community Center	<b>Innovation Request Amount:</b>	\$20,000		
<b>Primary Contact:</b>	Sally Noble	<b>Phone:</b>	(503) 823-1632	<b>Bureau:</b>	Portland Parks & Recreation

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The Climate Action Plan (CAP) goal calls for a 50% reduction in carbon emissions from 1990 levels by 2030. In support of the CAP, one of PP&R's Strategic Plan sustainability initiatives is to conserve energy.

Community centers with pools account for the highest energy use in the Portland Parks & Recreation portfolio of buildings. Out of our top ten energy use sites, our 4 pool buildings account for 72% of the total kilowatt hours used. We are currently participating in the Energy Trust of Oregon (ETO) Strategic Energy Management Program. We are learning about some great ways to reduce our energy use and there are incentives from ETO for each project we complete with energy savings.

Currently, lighting hanging over the pools is very inefficient and the bulbs are very expensive. Bulb replacement involves renting a lift, draining the pool and replacing the bulbs. These replacements are planned during the annual maintenance building shut down.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

Project: The LED technology is rapidly advancing and we now have seen a product designed to work well in a natatorium environment. Our electricians would remove a total of 31 metal halide fixtures with 400 watts each and replace them with 150 watt LED high bay lighting fixtures.

Location: Southwest Community Center

ETO Incentives: \$10,850

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

This lighting upgrade would use over half of the energy currently used to light the natatorium. Anticipated life of the LED lighting is ten years, so they would go out less frequently. The Electricians would benefit by upgrading this lighting fixture with less frequent bulb changes. The Aquatics staff would benefit by having better quality lighting. The Bureau would benefit by saving on labor, material and electric utility costs. The City benefits by becoming more innovative and helping us to meet our goals to reduce carbon emissions.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

Portland Parks & Recreation, Energy Trust of Oregon

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

*Fill in the expandable shaded areas. No more than one page please.*

<b>Project Title:</b>	NE Electric Utility Cart	<b>Innovation Request Amount:</b>	\$10,000
<b>Primary Contact:</b>	Hillary Maurer	<b>Phone:</b>	3-5943
		<b>Bureau:</b>	Parks

**Describe the Problem/Opportunity:**

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The drop in this quarter's fuel prices have given the City of Portland the opportunity to save money, which we could capitalize on, and purchase an electric utility vehicle (EUV), thus saving on fuel and carbon emissions, while creating a flex vehicle in our NE Parks fleet. Every reduction in emissions could help us meet the Climate Action Plan goal of reducing 1990 levels by 50% by 2030.

**Describe the Proposed Solution/Strategy:**

What is your idea for solving this problem or creating this opportunity?

Many of the Parks in NE are close together and are located in slower moving traffic corridors. We propose purchasing an Electric utility vehicle (EUV) and Level Two Electric charging unit to maintain a small trash and bathroom run. Currently all trash and bathroom runs are completed using vehicles powered by gasoline. According to the U.S. Depart of Energy national averages for each type of vehicle is located below. Since our zip code 97232 is located in a state with electricity produced from sources with less emissions our annual pounds of Carbon dioxide produced is reduced by more the 50%

Vehicle	Annual Pounds of CO2 emitted	Total fuel cost
Conventional	13403 lb	\$12.10
All-Electric	4917 lb	\$ 3.74

Adding an Electric utility vehicle (EUV) to our current fleet allows us the flexibility of using it as much as possible, but still maintaining bigger vehicles to complete tasks that an (EUV) would not be able to complete efficiently.

**Potential Outcomes:**

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Our summer park programs benefits from us having an extra vehicle, because we will be able to lend them one our conventional vehicles more often, so they do not have to borrow one from a different location. Volunteers at the Peninsula Rose garden and benefit from having an additional utility Vehicle for large events and work parties. The NE staff will benefit from having more tools in their tool belt. One that can make them feel part of the solution of reducing emissions. The public can see the City of Portland actively promoting electric vehicles in their parks

**Lead Bureau & Partners:**

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea. ***Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.***

This project will be enthusiastically implemented by the NE Parks Maintenance staff. Our supervisor has agreed to add to the additional money required to purchase the vehicle over the \$10,000 grant. City Fleet has made a possible vehicle suggestion of a Carryall 710 LSV which has a starting MRSP of \$13,850.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Organic Materials Composting Program Improvements	<b>Innovation Request Amount:</b>	\$5000-\$8000		
<b>Primary Contact:</b>	Stacy Lauer	<b>Phone:</b>	503-793-2564	<b>Bureau:</b>	Parks & Recreation

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Parks bureau currently composts organic material collected from maintenance and cleanup in parks properties. We are currently the only city bureau that processes brush and wood debris into mulch, which is then reused in Parks landscapes and community gardens. However it is difficult to produce a consistent quality product due to the inability to constantly monitor and maintain compost piles at optimal temperatures and lack of control over what type of organic materials are deposited at processing site for mulching.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

Purchase materials to document and standardize the process for sorting and monitoring plant material composting operation. Micro-grant funds will be used to purchase additional Reotemp Composting thermometers to allow for constant monitoring of existing compost piles. Additionally, funds will be used to create reference materials for crews in the field, signage for material storage bins and explanatory signage for compost piles at processing site.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Parks will be able to standardize the system to recycle organic materials and produce quality products that are sustainable, cost effective and healthy for the environment and our Parks system.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

Parks & Recreation is the lead bureau. Bureau will pursue membership in the American Compost Council (similar to facility memberships held by other City Bureau operations)



# THE CITY INNOVATION FUND CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Peninsula Park Rose Garden	<b>Innovation Request Amount:</b>	\$6,000
<b>Primary Contact:</b>	Sue Glenn	<b>Phone:</b>	3-1605
		<b>Bureau:</b>	PARKS

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Assist with the creation of a Strategic Plan for the Friends of the Peninsula Park Rose Garden to determine specific, measurable, achievable and timely goals to work collaboratively with the Friends Group on Four Major Areas which align with the PP&R Vision and Mission and the Friends of Peninsula Park Rose Garden (FOPPRG) Mission-To preserve and enhance the rose garden as a heritage resource for the Piedmont neighborhood, the Portland community at large and visitors from around the world.

The Development of the strategic plan requires a baseline analysis of current conditions to assist in the development of metrics around four areas of emphasis iterated in a recent FOPPRG and PP&R brainstorming session for 3 year and 5 year goals:

**Maintenance-** Sustainability goals; Integrated Pest management with volunteer assistance and oversight; design pollinator gardens and demonstration gardens consistent with the new Sustainable Landscapes Maintenance Plan;; education about roses and how to avoid herbicide use by planting disease resistant roses. Improved irrigation to continue to improve water use and sustainable resource utilization.

**Volunteers-**Continue to build volunteer base considering equity and diversity; desire more representation from the immediate Neighborhood.

**Increase Awareness-**Raise profile of the garden within the city, and PP&R, as well as within the community and to tourists

**Capital-**Explore and quantify capitals needs and deferred maintenance consistent with the Olmstead Design

**Fundraising-**Research funding sources, donors, grants and institutions and fundraising initiatives

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

Hire diverse group of college intern(s) or staff to assist the FOPPRG with fundamental goals to create a Strategic Plan. 2 interns minimum wage (\$15?) x 20 hours week x 10 weeks = \$6.000

1. Provide volunteer support and **outreach** to increase diversity of volunteer force and to increase volunteer hours in the garden. Have an intern work with PP&R staff to itemize, document and photograph all of the garden assets and infrastructure to feed the PP&R asset inventory and position projects for costing to develop a funding strategy.
2. Have an intern(s) complete intercept surveys in the park in July and August and document garden attendance, how people heard about the garden and where they are from. Develop a marketing strategy to attract visitors and to get Peninsula Rose Garden included in tours of visitors from outside of Portland who come here to view Portland's free gardens such as Crystal Springs, Washington Park, etc. Research tour companies and work with graphic artist on a garden brochure.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

The FOPPRG will benefit as will PP&R. The 3-5 year Strategic Plan will ensure that the garden is supported beyond those around the table today. The plan will create Action Steps which will be well on their way establishing fundraising goals and resources. The entire City and Portland guests will benefit from healthier roses, and repaired bricks, balustrades, irrigation and other amenities which will draw more attention to the hidden garden. The city's first rose garden.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Public Access Mulch Bins (working title: "Chip Co-Op")	<b>Innovation Request Amount:</b>	\$? < \$15,000		
<b>Primary Contact:</b>	Dale Vasnik	<b>Phone:</b>	503-823-2760	<b>Bureau:</b>	Parks / City Nature

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Create an opportunity for the public to access free wood chips and compost material. Parks / City Nature is often approached by citizens asking to obtain wood chips from our stockpiles. Our wood chips are obtained from private tree services and Urban Forestry. Our mulch material is obtained from our "beast mulch grinding process" which grinds landscape debris into compost. Our beast mulch material is generally not stockpiled where there is public access, so I don't think the public is aware of it.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

The strategy to creating this opportunity would be Portland Parks Department providing pick up locations for private citizens to obtain wood chips and garden mulch. These would be small quantities (pick-up truck, tubs, buckets). An "eco block" bin would be constructed at 2 or 3 test sites. This is the same construction used at our maintenance facilities. The blocks are easily installed and disassembled. The cost per block is between \$35 to \$50 dollars. Bins generally consist of 12 to 18 blocks. Community gardens would be an ideal location for test sites. The bin sites need vehicle access as well as high visibility for monitoring by volunteers and Park staff. The sites should be located equitably throughout the city. Portland Parks would need to develop a policy and procedure that would allow citizens to obtain free wood chips and compost from Park sites. Liability, public safety, and traffic issues would have to be addressed. Portland Parks Foundation may be able to leverage funds if the trial program is successful.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Citizens would benefit by being able to improve the landscape, vegetable gardens and soil structure on their properties. Food production, animal, bird, and pollinator habitat could increase. Water usage could decrease through the elimination of residential turf areas. Pesticide use may decrease. Small quantities of wood chips and "beast mulch" would be beneficial to residential users. Large quantities of wood chips are currently available to citizens, but are usually 10 to 15 yard loads (more than most people need or can handle). Compost material is available commercially, but is costly. Parks and Urban Forestry would benefit and become more efficient by having access to more dump sites to dispose of their material. Heavy Equipment would be burdened for installing bins, hauling, and storing materials. Parks and Rangers would be burdened by monitoring public bins. Rangers and Parks could be burdened if misuse occurs. Misuse would most likely consist of illegal dumping or commercial removal of the products. Policy, signage and monitoring would be used to maintain orderly distribution of material to private citizens.

Portland and the City as an organization would be made better by providing more interaction between the public and city agencies. Community gardens are a social vehicle to bring citizens together to communicate and break down barriers. The ability to obtain wood chips and mulch by private citizens would benefit neighborhoods by improving landscapes, food production and habitat. The "Chip Co-Op" concept would promote word of mouth advertising and collaboration among neighbors. Equity is promoted by allowing citizens of different geographic and socio-economic situations easy access to an environmentally beneficial product. Recycling, soil stabilization, food production and habitat enhancement would be positive outcomes and efficiencies.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea. **Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

Parks Management, District Parks, City Nature, Community Gardens, Heavy Equipment, Rangers.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

*Fill in the expandable shaded areas. No more than one page please.*

<b>Project Title:</b>	Public Restroom Lock Conversion	<b>Innovation Request Amount:</b>	\$ 12,500
<b>Primary Contact:</b>	Bryan Aptekar	<b>Phone:</b>	3-6973
		<b>Bureau:</b>	Parks & Recreation

**Describe the Problem/Opportunity:**

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Currently PP&R has a crew of Park Rangers, the “lock up team”, which is dedicated to visiting 52 locations around the city, locking up a set of 68 public restrooms (as well as gates) at public parks all around the city. This costs PP&R roughly \$175,000 annually in Park Ranger staff time, dedicated solely to locking up restrooms. This includes a crew ranging from two year round up to five in the summer months (as more restrooms are open during the summer season). All parks have nighttime closure hours, and locking up our restrooms when parks are closed at night is critical to preventing after hours abuse of public facilities. Vandalism, drug use, and other illegal activity does occur at night in our restrooms, and they face significant damage during closure times, which in turn costs staff time and materials to clean up, fix locks and other broken park assets. There are various automatic locking mechanisms that have been tried at some locations, which if used would free up Park Rangers for other duties, but they have had mixed levels of success. They too suffer vandalism and repeated costly repairs.

Finding a better alternative is the goal of this Innovation Fund proposal. The Portland Water Bureau has used a magnetic door locking mechanism at a new facility installed at Powell Butte which shows promise for avoiding some of the pitfalls for vandalism or other mischief that has proven the downfall of other auto-locking mechanisms. This magnetic system is more tamper resistant than other auto-locking mechanisms that have been in use in our parks. They have the ability to be set by a timer, to close on a schedule as needed. We are still pricing from different vendors, but with one estimate at ~ \$500/unit, we could install 25 around the system and significantly reduce the need for the lock up team to focus on bathroom lock up.

**Describe the Proposed Solution/Strategy:**

What is your idea for solving this problem or creating this opportunity?

Our idea is to pilot the installation of this alternative door locking mechanism at some key sites around town, to determine if they are a viable option for more widespread use. Pilot sites at which this project would install this new restroom door locking mechanism include sites that our locksmith has to make frequent visits to repair current lock systems, due to vandalism, as well as those more geographically isolated. They include 2 at Hoyt Arboretum, and one each at the Memory Garden (Ed Benedict Park), Col. Summers Park and Arbor Lodge Park. Depending on how much funding becomes available, we will look strategically at where installation would best free up both locksmith resources (due to more frequent vandalism) and Park Ranger time (due to drive-time and distance between sites), among other factors.

**Potential Outcomes:**

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Conversion of restroom doors to this new automatic, timer-driven locking mechanism will have immediate positive benefits. This new door locking mechanism will free up the time of our locksmith (one for the entire parks system) to attend to other duties, rather than continually focus on repair of a few repeat offenders. Additionally, the Park Ranger lock up team will have fewer restrooms to visit during their daily route, particularly some farthest from their home base downtown. This would provide them more time for traditional Park Ranger duties, including ambassadorial functions, education and enforcement of park rules, and provision of a positive presence at parks throughout our system. This would give our Park Ranger program much needed capacity to address security issues in parks. Of particular importance to us, would be the opportunity to provide consistent Park Ranger service east of the Willamette River where the bureau has no dedicated ranger staff, only a fluctuating seasonal capacity, given that downtown and Washington Park Ranger teams are funded with different, dedicated funding sources. This would be a great advance in equity of coverage, and capacity in serving the entire city.

**Lead Bureau & Partners:**

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

***Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.***

No partners are involved in this effort.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

*Fill in the expandable shaded areas. No more than one page please.*

<b>Project Title:</b>	Restore Westmoreland Park Bowling Green	<b>Innovation Request Amount:</b>	\$20,000		
<b>Primary Contact:</b>	Betsy Redfearn	<b>Phone:</b>	503-823-3650	<b>Bureau:</b>	Parks

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The lawn bowling green and its' facilities in Westmoreland Park need to be restored to usable condition to meet the demand of the local lawn bowlers as well as resume hosting Northwest regional tournaments. The bowling green and surrounding area was last renovated in the 1980's. Effects of exposure, vandalism, and repeated drainage problems have contributed to failing support structure of the green, deterioration of the benches, boggy walking paths and a generally uninviting facility. Recent improvements at Westmoreland Park further highlight the disparity of the condition of the lawn bowling area and the technical condition of the playing surface has caused Portland to remove itself from regional lawn bowling activities. Portland Lawn Bowling Club sees this opportunity to rehabilitate the playing surface of green, repair the surrounding benches and equipment facilities, install concrete walking paths around the green, and develop an entry to the lawn bowling area off the east walking path of the park.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

1. Repair of lawn bowling green:  
A lawn bowling green is a 120' x 120' lawn supported by boards. There is a surrounding 12" wide ditch of sand which is held in place by backboards. The green is maintained at a length of 3/16-1/16" length, similar to a golf green.
  - Replacing the lawn support boards and backboards requires 975 to 1,000 lineal feet of pressure-treated dimensional lumber. Waterproofing the lumber to extend its' life would take 65 gallons of sealant. Miscellaneous lumber, bolts, and stakes are necessary to make the system rigid and secure it within the existing space. Portland Parks & Recreation can supply two Columbia River Correctional Institution crews to provide the labor for removal and replacement of the support and backboard system.
  - Restoration of the bowling green surface after structural repairs requires planting creeping bentgrass. At the coverage of 1-2# seed per 1,000 sq., 25# of this specialty seed is required. The club members would prefer to be responsible for reseeding the green.
2. Repair benches and equipment facilities:  
Eight wooden benches sit on the north and south sides of the bowling green. Beside the green is an equipment shed housing two types of lawn mowers and all the lawn bowling equipment required for games and tournaments.
  - Replacing the wooden portion of the benches would take 385 lineal feet of cedar boards and the lawn bowlers would do the labor.
  - Replacement and installation of a new garage door to the equipment shed is needed for security of equipment.
  - Installation of a water spigot and electrical outlet at the equipment shed would allow on-site cleaning and maintenance of mowers and equipment.
3. Upgrade walking paths  
The green is surrounded by an uneven lawn with poor drainage that quickly becomes muddy with use.
  - Installation of concrete 6' wide walking paths on the north and west sides of the green would increase the safety of the bowling area as well as provide improved access to the equipment shed.
4. Create an entrance to lawn bowling from the Park's walking path  
Currently the only entrance to the lawn bowling area is off SE 22<sup>nd</sup> Avenue behind the clubhouse approximately 60 yards north of the playing area. The signage for the green is also on the north side of the clubhouse. There is a chain-link maintenance gate along the Park's east pathway next to the bowling green.
  - The existing maintenance gate could be balanced so it can be managed by one person.
  - Install signage in concrete near the west entrance explaining the game of lawn bowls. This signage would be complementary to existing signs for the adjacent sports areas.

**Potential Outcomes:**

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Anyone that would like to learn and play lawn bowls benefits from these improvements. We are always ready to teach and mentor all ages that want to try a new outdoor activity, enjoy getting exercise, meeting new people and spending time in the park. The local and Northwest lawn bowling community would appreciate being able to include Portland as a venue for tournaments. No one will be burdened by these improvements.  
Portland is a national gold medal park system, improving the infrastructure is an on-going commitment to making the parks stay to that gold standard for all Portland citizens to be proud of.  
Does it create efficiencies? Yes, by keeping the health and vigor of the lawn to its high standards with less water use reducing run off. It also removes many safety hazards to users of the facility.

**Lead Bureau & Partners:**

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

***Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.***

- Portland Lawn Bowling Club
- Portland Parks & Recreation

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Summer Playgrounds Program (expanded Summer lunch sites)	<b>Innovation Request Amount:</b>	\$20,000		
<b>Primary Contact:</b>	Jamison Holtz	<b>Phone:</b>	503-964-1240	<b>Bureau:</b>	Parks & Recreation

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

With support of this micro grant, Portland Parks & Recreation (PP&R) would be able to further establish its mission to provide accessibility and engagement in public parks. This micro grant will be a key factor in creating new recreation opportunities, as well as free and reduced lunch programs in areas of Portland that are in need. East Portland in particular has the most hunger-insecure neighborhoods and are most in need of summer programs while school is out. This opportunity will allow PP&R's Summer Playgrounds Program to staff and supply additional locations.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

The strategy we have in plan is to organize with local neighborhood associations and plan collaboratively to determine the most effective locations for summer programs. The solution is to provide additional programs to qualified neighborhoods – this would pertain to places where there is relatively limited access and opportunities to benefit from our programs. With the support of this additional funding, PP&R will have the chance to further extend our outreach throughout Portland.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

These efforts will directly benefit our local communities and PP&R as a whole. In 2014, the Summer Playgrounds Program served at least 111,000 free and reduced meals. This program is Portland's single largest summer feeding program – this cannot be understated. As we continue to provide these program opportunities, and as we continue to partner with local businesses and sponsors, PP&R ensures efficient staffing, supplying, and steady growth of these programs.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea. **Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

Portland Parks & Recreation has been in contact with NRPA in regards to continued funding for the 2015 season, Partners for a Hunger Free Oregon will once again partner with us, in addition to a variety of new and returning supporting sponsors.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

*Fill in the expandable shaded areas. No more than one page please.*

<b>Project Title:</b>	Taking Down the Barriers for Families to Access our Educational Preschools	<b>Innovation Request Amount:</b>	\$10,000
<b>Primary Contact:</b>	Jeanne Sprague	<b>Phone:</b>	503.823.2832
		<b>Bureau:</b>	PP&R

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Portland Parks & Recreation has approximately 800 students in our Educational Preschool program, ages 2-5. As you can see from our 2014-15 school year data, the ethnicity of the majority of our students is Caucasian. We are seeking the opportunity to include more children of various ethnicities in our program.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

Best practice: to lessen or remove barriers that constrain underserved communities' access to our preschool programs. In order to do this, I need to involve the underserved population in all aspects of the planning process to combat this issue – so that groups feel welcome, and develop a network of support. Also, the most effective programs reflect the culture of those being served.

This grant will hire a multi-cultural PP&R community representative to reach out to underserved communities, learn why and what these barriers are, and to then host several Preschool Open House or Community Info events at targeted Community Centers. These events will be led by this representative and myself, to welcome our community members and give them a better understanding of what we offer in our Educational Preschool programs. The event will have food, and provide child care.

Budget:

Representative pay: \$12/hr (with PERS \$15/hr) for 15 hrs/wk for 6 months = \$5400

Community event supplies: translated marketing materials, translated ad space, food, child care, etc = \$4600

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

The underserved populations in Portland will greatly benefit from this idea, as they will become knowledgeable about, and possibly participate in, the low-cost or scholarship opportunity of Educational Preschools in our Portland Parks & Recreation system.

This project makes both Portland and Portland Parks and Recreation a better place, as we will be including more diverse communities in our Educational Preschool programs. This results in a realistic and improved educational experience for the students, as well as brings more diverse families into our Community Centers to build support networks and stronger communities. Preschoolers are our Parks Ambassadors – typically, they continue to utilize our Parks and Recreation programs, once they've had a positive experience in our Preschools. Lastly, this promotes equity by providing all of our community members with the opportunity to participate in Preschool, and have an advance on success in Kindergarten.

### Lead Bureau & Partners:

**you must confirm**

***that all partners needed to implement the idea have agreed to sign on.***

Portland Parks & Recreation, Citywide Preschool Coordinator, Jeanne Sprague  
Portland Parks & Recreation, Workforce Support & Community Alliance, Karen Guillén-Chapman  
Portland Parks and Recreation, Citywide Recreation Supervisor, Josh Green  
(We plan to target certain community organizations once the process has begun).

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Walk Behind Topdresser	<b>Innovation Request Amount:</b>	\$8500		
<b>Primary Contact:</b>	Jeremy Nelson	<b>Phone:</b>	503-209-1838	<b>Bureau:</b>	Parks

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

My proposal seeks to address the issue of topdressing turf areas that are too small for are larger topdresser to get into. The turf department has a large topdresser that is pulled behind a tractor to topdress many sports fields throughout the city. Our department doesn't have a smaller walk behind topdresser, the reason it would be nice to have one is to topdress turf areas like the Washington Park Rose Garden, Peninsula Park Rose Garden and Crystal Springs Rhododendron Garden to name a few. These turf areas get a lot of traffic and the soils become very compacted making it hard to grow good quality turf. Being able to topdress these areas would allow us to aerate these lawns and then apply a topdressing of sand. When sand is applied after aeration it falls into the holes created form the aerator and allows for gas exchange, water infiltration and allows nutrients to get into the root zone. If you aerate without applying a topdressing of sand the holes will eventually close up and the soil becomes compacted again. Having a walk behind topdresser would allow us to topdress these areas every time we aerate. The topdresser would allow us to put down sand in wet spots and high traffic worn areas also. The only other method for applying sand in these areas is with a shovel which is very time consuming and is hard to put down the sand at an even rate.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

Purchase a walk behind topdresser

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

The people that would benefit from this proposal the most are the park users. They would notice a higher quality of turf in these areas and not as many muddy areas. Our maintenance crews would benefit from this idea as well. This piece of equipment would create efficiencies because one person can use the topdresser compared to many employees trying to spread the sand with shovels.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**



# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Active Transportation Data Management	<b>Innova</b>		\$10,000
<b>Primary Contact:</b>	Margi Bradway	<b>Phone:</b>	503-823-5667	<b>Bureau:</b>
				Transportation

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The Active Transportation Division (ATD) within the Bureau of Transportation (PBOT) lacks sophisticated data collection and analysis tools. A better understanding of the data that is collected (including bike count data, travel habit data, and more) would lead to more efficient outreach and education efforts aimed at small and specific target groups. Of immediate concern is the Honey Bee Bike Counter pilot project ATD is endeavoring in order to advance techniques for bike mode share data collection (a recipient of a previous Innovation Fund Mini-Grant). Preliminary data from these counters is expected in early summer 2015, and there is currently no suitable system for organizing or analyzing the results. The efficient management of this and other mode share data is critical to its application for on-the-ground outreach and infrastructure improvements. Advancements in the capabilities for data management in the Active Transportation Division, in particular, would allow for more robust data and better implementation for future programs beyond the Honey Bee Bike Counters, including Safe Routes to School, SmartTrips, and others.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

If funded, this proposal seeks to create a data management plan to compliment the Honey Bee Bike Counter pilot project, research opportunities for wider ATD data management strategies, and train staff as necessary. The data management plan will clearly outline how to manage incoming data during the pilot project (including basic ridership levels as well as demographic data and route data) and the tools necessary to properly store and analyze the data once the pilot is over. The plan will also look toward to the continual upkeep of the data in the event that Honey Bee counters become part of regular PBOT bike counting. These elements will help maximize the potential of the Honey Bee project and inform future ATD evaluation projects to support general active transportation outreach and education. To meet these goals, PBOT intends to reach out to local researchers, universities, and stakeholders for guidance and assistance. PBOT is fortunate to have preliminary partnerships with various data management players at nearby Portland State University (PSU), including the Transportation Research and Education Center (TREC) and its associated Initiative for Bicycle and Pedestrian Innovation (IBPI). TREC is currently developing its BikePed PORTAL project as a national archive for bike and pedestrian count data, and deeper collaborations would benefit PBOT tremendously.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

A successful data management plan for the Honey Bee Bike Counter project will outline techniques for collecting, storing, and analyzing data in order to provide the greatest insight into data received from the counters. Proper analysis will help PBOT staff to equitably distribute limited resources and gain a better understanding of under-represented groups (such as communities of color or low-income families). After the Honey Bee project is complete, the data management techniques employed will feed research for a more permanent division-wide system. Once a system is in place, it will be necessary to have dedicated trained staff that can best utilize the data system for all ATD needs. ATD has a strong outreach program that continually strives to target under-represented groups. An effective system for storing and analyzing data will produce faster and more reliable statistics that supplement group-specific strategies and materials. For instance, if a Honey Bee counter determines the highest volume of bicycles along a corridor to be between 3pm and 5pm, ATD might arrange for an outreach event along this bike route during these hours. Coupled with demographic data for that particular neighborhood, ATD might also create language- and culturally-specific materials that would speak more directly to the target audience than standard publications. An organized ATD data clearinghouse would allow these connections quickly and efficiently with properly trained staff. PBOT and ATD focus efforts to reach under-represented groups such as communities of color, low-income families, people experiencing language barriers, and newcomer populations. Easy access to better, dynamic data (with the ability to update continuously) will help reach these groups more effectively. More robust data that has been properly analyzed will inform better decisions to share resources across Portland, benefitting the city and all its residents.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

PBOT, Portland State University (TREC, IBPI)

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Outreach to Non-native Speakers	<b>Innovation Request Amount:</b>	\$600.00 and room		
<b>Primary Contact:</b>	Claire Redfearn	<b>Phone:</b>	503-823-2777	<b>Bureau:</b>	transportation

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

When we deal with the public currently we have to scramble to find someone on our floor who speaks Vietnamese or Spanish to help them with parking permits. It would be very helpful to have up to 5 people on each floor know at least some words if not conversational vocabulary of these two languages

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

There is a newly open office on the 8<sup>th</sup> floor that could be used as a Rosetta Stone room. It has a closed door so people could use it and practice pronunciation without disturbing other people on the floor.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

This promotes equity by being able to have several people that speak enough of a language to get by in a conversation. It would make the process efficient because workgroups could either choose to participate or decline to have a person from their section have time each week to practice on the computer. No one should be burdened because the people in each workgroup who volunteer to do this would be practicing on their own time. For example using lunches or break. There could be a sign up log outside the room to make sure that people could plan accordingly.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Rubber Sidewalk Pilot	<b>Innovation Request Amount:</b>	\$6000		
<b>Primary Contact:</b>	Jody Yates	<b>Phone:</b>	3-6299	<b>Bureau:</b>	Transportation

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Throughout the City, sidewalk hazards are created by mature tree roots pushing rigid concrete sidewalks and creating tripping hazards. In some areas, a sidewalk requires replacement every 5-10 years due to the hazards created by the tree roots.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

PBOT has researched a product – Rubberway. This product is a pervious, flexible surface system made from recycled tire rubber that has been designed to replace traditional cement. PBOT would like to install a pilot project with the material and monitor it quarterly for the next five years to monitor its flexibility with respect to tree root intrusion. Monitoring will include survey and visual inspection.

Grant request includes training of staff to install new material, removal of existing concrete sidewalk, installation of new material and quarterly monitoring. PBOT has selected a site that has the above described sidewalk hazard – a sidewalk that has a hazard that was previously replaced approximately 7 years ago.

Training: \$1700  
Removal: \$500  
Install (Labor & Material): \$3800  
Total: \$6000

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

In 2014, the Sidewalk Repair Section within PBOT required over 1900 properties within the City to repair sidewalk hazards. PBOT estimates that 90% of these sidewalk hazards are caused by tree roots. The typical cost of a posting is \$1200 per property. Current City standards do not allow this type of material to be used to repair sidewalk. If the application proves successful, City standards can be developed which would allow property owners to have an option for this type of repair, resulting in a longer term repair.

By eliminating sidewalk hazards, a safe walking environment is provided to users of the transportation system.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, \_\_\_\_\_ that all partners needed to implement the idea have agreed to sign on.**

Lead Bureau: Transportation

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Scanning Archives	<b>Innovation Request Amount:</b>	\$20,000		
<b>Primary Contact:</b>	Dee Anna Walker	<b>Phone:</b>	503-823-7068	<b>Bureau:</b>	PBOT/RWA

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

Currently the City spends a lot of money on renting space in order to archive City files.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

If the City scanned all the archived files, there would be very little space that would be needed and it would drastically cut the cost the City is spending on space!

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Although \$20,000 wouldn't be enough to scan all the City's archived files, it would begin to create efficiency and long term cost saving to the City

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.**

Unknown

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Housing Data Web Scraper	<b>Innovation Request Amount:</b>	\$5,000
<b>Primary Contact:</b>	Antoinette Pietka	<b>Phone:</b>	503-823-2394
		<b>Bureau:</b>	Portland Housing Bureau

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

The Portland Housing Bureau and the Bureau of Planning and Sustainability reference many public real estate web sites such as ForRent.com, Redfin and Zillow to gather data about Portland's housing market. The data is used by the bureaus to evaluate housing need, market absorption, and the potential outcomes of the City's planning efforts. Gathering data from these sites is currently a time-intensive task often involving bureau staff examining websites and manually copying and pasting values into a spreadsheet. As one staff person noted, "I am constantly looking for free data. How else would I know what is happening in the market?"

The City's ability to access and leverage publicly available data is currently constrained by our tools. Manually browsing through massive websites and gathering data is inefficient and resource-intensive. This innovation fund proposal would fund the development of a housing data web scraper that could be used by both bureaus to collect information from the web and transform it into structured data that can be stored, analyzed, and trended over time.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

Web scraping is essentially a form of data mining. Items like real estate listings, apartment listings, vacancies, or any other list of items can be automatically captured in web scraping efforts. There are a number of web scraping software packages currently available for purchase. The dollar amount estimated for this project includes the selection and purchase of a web scraping software package for use by both bureaus, configuration of the package for collecting data, normalization and transformation of the data, and automation of the scraping process. Data will be collected and stored over time so that it can be trended.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

Using a web scraping tool to assist in the collection and analysis of publicly available housing data will immediately save both bureaus countless hours of staff time. We will have more accurate and complete data available to us at the right frequency. The time that we currently spend on visiting websites and collecting information will now be available for analysis and trending. This will improve our responsiveness to public and City Council.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

**Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, \_\_\_\_\_ that all partners needed to implement the idea have agreed to sign on.**

Portland Housing Bureau and the Bureau of Planning and Sustainability

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	A Font 'an of Savings	<b>Innovation Request Amount:</b>	\$5000.00		
<b>Primary Contact:</b>	Frank Gorgone	<b>Phone:</b>	503-823-0037	<b>Bureau:</b>	Police

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

My proposal challenges all City employees to save money and resources by defaulting to Garamond font type. According to the CNN link: <http://www.cnn.com/2014/03/27/living/student-money-saving-typeface-garamond-schools/>, we could reduce the City's ink consumption by 24% when utilizing Garamond versus Times New Roman as the default font on all appropriate City printed materials.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

I propose this change be implemented City wide through employee awareness and training along with BTS involvement in making Garamond the default font for City PC work stations.

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

This proposal creates an opportunity for all City Bureau's to save significant money as well as creating a positive PR opportunity to showcase fiscal responsibility. This proposal would be yet another example of Portland leading the way in best utilizing public money and resources in a creative yet simple manner. I see no downside or hardship this proposal would create for any member of the City workforce or the community at large.

### Lead Bureau & Partners:

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea.

***Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.***

This proposal should be implemented from the Mayor's Office down through all City Bureaus. It would require at a minimum BTS and P&D as active partners needed in its successful implementation. I also recommend that the City's PIO's be involved to help publicize the initiative.

# THE CITY INNOVATION FUND

## CALL FOR MICRO-GRANT IDEAS (\$20,000 or less)

Fill in the expandable shaded areas. No more than one page please.

<b>Project Title:</b>	Empowering Opportunities for Professional Work Experience for TANF Families through the City of Portland	<b>Innovation Request Amount:</b>	\$20,000.00		
<b>Primary Contact:</b>	Diana Lee	<b>Phone:</b>	503.988.6400	<b>Bureau:</b>	Saltzman

### Describe the Problem/Opportunity:

What is the challenge your proposal seeks to address, or opportunity it seeks to create?

This is an opportunity for the City of Portland to create opportunities (any department/bureau, ours is already doing so) to recruit parent(s) who are receiving temporary assistance for needy families (TANF) benefits to gain professional work experience through the Department of Human Services (DHS) Jobs Plus Program. This economic empowerment opportunity opens doors that would otherwise would not be open to TANF recipients to gain work experience. In hopes to destatify low income families in our communities yet encouraging employment and self sufficiency. In addition engaging our citizens in the process of city government in all different aspects and understand how each services that the City of Portland provides is interdependent of one another.

### Describe the Proposed Solution/Strategy:

What is your idea for solving this problem or creating this opportunity?

The DHS Jobs Plus Program is a subsidized work program by the State of Oregon, DHS. This funding cost is relatively inexpensive to the bureaus. The bureau itself would only be paying the difference of minimum wage (the DHS Jobs Plus Program pays minimum wage) and \$15.00 an hour (a declaration made by Mayor Charlie Hales for all city employers to "propose reforms for economic equality"). The \$20,000.00 request for the grant would create additional office support to staff 1 FTE for almost one year. It may add at least 2 to 4 Jobs Plus employees to gain work experience in one year or spread over time as well as create to support services for bureaus and departments, not just the Gateway Center. This opportunity can be attributed to solving the issue of recipients being prolonged public benefits because they cannot get out of poverty. Although it does not guarantee the employee a permanent job, it is a stepping stone incentive to add value to work, encourage self-empowerment and engaging with community members in public service as well as gaining professionalized skills (which one may never have had before).

### Potential Outcomes:

Who might benefit from the idea being implemented? Who might be burdened? How does this project make Portland, and/or the City organization, better? Does it promote equity? Does it create efficiencies?

The beneficiaries of this opportunity are the community, the bureaus and departments and the DHS Jobs Plus Clients. No one should be burdened by this project except there is some extra work in training the individual and some oversight in supervision. There is some paperwork to be completed with the DHS Jobs Plus Program (DJPP) Case worker of the potential employee by the employer. Our Center is currently staffing one DHS Jobs Plus Program employee per year. We have been able to make it work for the last almost three and half years. It has substantially helped our Administrative staff and our core direct service staff. The work experience has been mounmental to DJPP employees here at the Gateway Center for Domestic Violence Services. The clients of DJPP who have come worked here have expressed gratitude and deep thankfulness for an opportunity of this kind. DJPP clients gain experience in a professional work environment, learn the basic skills in customer service, work ethics, work etiquette, interacting with community members, learning to work in teams, self-motivation and independent work.

This project makes Portland and the City better because it reveals how the city values its community members by mutually giving back, not only to its employees but to the public. It shows that the City of Portland is looking forward into the future at economic equality, living wages, idealizing projects to alleviate generational poverty, encourages working within governmental agencies to make this state a better place to live. The City is taking poverty families and growing seeds of encouragement and economic empowerment that although one may not have an educational background, there are opportunities to tap into different areas of job growth and seeds of obtaining a higher education.

This project will promote equity. The City already applies a higher standard of living wages than the nation and other cities in Oregon. Our Center has employed 4 DJPP clients up to date and working on a 5<sup>th</sup> for this 2015 year. Our DJPP clients have all been females, mothers to one or more children, have come from a wide range of background, from

younger to older trying to find a niche in work and gaining professionalism. Yes, it creates efficiencies. Since our office has grown in services, our services have created a busier atmosphere in triaging participants that come through our door. Our administration would not be as efficient with our casual DJPP employees. Our administration staff has been able to work on other immediate projects and work through challenges in other departments while our casual DJPP employee learns how the Center works and soon given autonomy in the work and uses their personalities to craft their skills.

**Lead Bureau & Partners:**

List lead bureau and other bureaus, nonprofits, and public/private sector organizations involved with implementing your idea. ***Please note: Prior to the Innovation Review Panel making any recommendation on this proposal, you must confirm that all partners needed to implement the idea have agreed to sign on.***

The Gateway Center for Domestic Violence Services  
Commissioner Dan Saltzman's Bureau  
The Department of Human Services, State of Oregon Jobs Plus Program

Any other departments who are interested to receive this kind of additional office support may call on the Gateway Center to model its current program. The Gateway Center is the only department in the City of Portland taking advantage of this service.