



To: County Commission Chair Harrington and Commissioners
CC: Amanda Garcia-Snell, Tanya Ange, Melissa De Lyser
Date: 11 January 2024
From: CCI Steering Committee
Re: CPO/CCI program Return on Investment

Greetings Chair Harrington & Commissioners

This paper is an informal attempt on the part of the CCI Steering Committee to ascertain 1) *how much money is spent on the CPO/CCI program, and 2) how much leadership time is donated because of that investment.* We sought to provide a more detailed accounting to answer the question “What does the county receive for its CPO investment?” than to just measure it by the number of people attending the CPO monthly meetings (aka “Butts in Seats”.) We request a written response to this letter.

We concluded the time CPO leaders donated to the county was equivalent to 1.7 FTEs.

First, the funding

The Community Participation Organization budget line item, Account 53-311010, is funded with \$350,000 per year from Lottery proceeds. This account funds both the CPO/CCI programs plus other civic engagement activities. In prior years \$80,000 from this account has been budgeted to pay for the Civic Leaders Training.

Because the Community Participation Organization account is used for multiple purposes, it cannot be computed precisely how much funding is used for the CPO/CCI program. Per OEICE staff, because this account serves to fund more than the CCI/CPO program, this account would more accurately be renamed “Civic Engagement.”

Annual Community Participation Organization line item	\$350,000
Minus the Civic Leaders Training funding	- \$80,000
Minus Other Community Engagement spending	- \$??,000
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CPO Program Funding (includes printing & USPS postage) \$270,000 minus other CE spending

The budget shows 1.68 FTE (64% of the line item) to support the activities in the CPO budget line item (which includes activities unrelated to the CPO Program.) This support provided by:

- three OEICE coordinators who each spend 25% of their time administering to the needs of groups of 4-5 CPOs, to the CCI, to the Civic Leadership Program and to other civic engagement activities.
- .5 FTE for administrative support from program specialist
- .33 FTE for Community Engagement administration

Because of the intermingling of other community engagement activities in the Community Participation Organization account, it is difficult to understand how much of the 1.68 FTE is specifically allocated to the CPO/CCI program and how much is allocated to other civic engagement activities. (We note that due to hiring issues, there have been just two OEICE coordinators available for most of 2023.) See the Appendix in this document for more detailed notes on the budget and finances discussion.



CPO Leadership Time Donated

Next, we provide an estimate of the time the leaders of the CPO program and the CCI donate to the county. There are currently 40 community members of the public offering their time to lead the CPO program. The following time estimates are for a “normal” CPO in a “normal” month; they do not include the additional time spent on one-off, controversial issues like **annexation/incorporation** (e.g. Bull Mt/Tigard, Aloha, City By Choice-Bethany) , **UGB expansions** (e.g. Bethany, Bonny Slope Area 93, South Hillsboro, North Plains), **large development applications** (e.g. Walmart at Barnes/Cedar Hills Blvd, Quarry expansion), **Road Right of Way/Transportation Corridor expansion** (e.g. Murray Road, Bethany Blvd, Olsen Road, Cedar Hills Blvd, Tile Flat Road, Kenny Terrace), or **public events like Voter’s Forums**.

With 8 active CPOs in any given month, meeting 11 times a year, and 1 Full Time Equivalent (FTE) being 2080 hours a month, a CPO Chair & Vice Chair, their steering committees, and Members-at-Large will annually donate, on average, to the county the following time per year:

23 hours/month * 11 months =>	253 hours per CPO per year
253 hours per year * 8 active CPOs in any given month =>	2024 hours per year for all CPOs
2024 hours for all CPOs ÷ 2080 =>	~1 FTE

CPO Activity	Hours per month	What It Is
Agenda Preparation	3	Assumes 3 people - Phone calls, emails, staff input, review drafts, securing meeting space/equipment, submit to CE/Review draft, Coordinate with service districts and cities. Review County agendas to identify items of interest in BCC, PC, URMDAC, RRMAC, WCCC, et al.
Steering Committee meeting	3	Assumes 3 people for one hour
Running the monthly meeting	9	Chair, Vice Chair, Secretary – 2-hour meeting plus in-person setup. Writing minutes and responses to issues raised.
Correspondence and response to Email and Snail mail from members. Outreach	4	Social Media (Facebook, NextDoor, YouTube) Archive materials at library. Interact with Neighborhood Assoc.
Attend Neighborhood Meetings and Review development applications	2	Always fun
Attend LUT/County Open Houses/Round Tables	2	Includes attending workshops, forums, and trainings to increase knowledge. Attend/listen/testify.
TOTAL	23 Hours	Cumulatively for each CPO per month



CCI Leadership Time Estimates

Of the 40 CPO leaders, 20 are members of the CCI.

- 6 CCI members are elected CPO officers.
- 13 CCI members are Members-At-Large.
- 1 CCI member represents a community of interest

To actively manage the CCI program, the CCI Chair, Vice Chair, the CCI steering committee and the membership, on average, will cumulatively donate to the county the following time:

136 hours per month * 11 months =>	1496 hours per year for CCI
1496 hours per year ÷ 2080 =>	~0.7 FTE

CCI Activity	Hours per month	What It Is
Agenda Preparation	5	CCI Chair/Vice – Request Speakers, Phone calls, emails, staff input, review drafts, Review BCC Meeting agendas.
Steering Committee	8	Four members on the CCI Steering Committee meeting monthly for two hours
CCI Meeting Facilitation	4	CCI Chair – 2-hour meeting plus setup and responses to issues raised.
CCI Meeting Attendance	30	15 people at 2-hour meeting
CCI Correspondence	3	Chair/Vice Chair, Letters to BCC, Staff, Service Providers
CCI email intra-group communications	40	CCI members communicating within the group and with CE (40 people @ 1 hour per month)
CCI Subcommittees	31	SNR (Half hour/day average between 2 people) = 10 hours Communications (4 people @ 2 hours each) = 8 hours Re-envisioning (3 people @ 4 hours) = 12 hours
Respond to emails from members. Social Media (Facebook, YouTube), Tracking NextDoor, Neighborhood Assoc.	5	Chair/Vice Chair/Subcommittees
Attend LUT Open Houses/Round Tables. Reviewing Ordinances, Outreach to CBOs	10	10 people involved @ 1 hour each
TOTAL	136 Hours	Cumulatively for CCI per month



Appendix - Notes from Mary Manseau / Amanda Garcia-Snell CPO Budget Discussion on Oct 30, 2023

These are Mary's notes from her meeting with Amanda to discuss CPO budget details. Amanda addressed many of Mary's questions and agreed that some changes to the budget documentation need to be made. The meeting underscored Mary's opinion that the Land Use component of the CPO/CCI program does not receive active leadership from OEICE and its activities would benefit from being given different county leadership.

Takeaways:

- There is no clear correlation between the OEICE org chart divisions and of OEICE division into budget categories.
 - Amanda stated that OEICE is not unique in this misalignment between how the staff/work are organized in relation to how the budget is organized. This occurs throughout the organization.
 - It is most likely related to the County's organizational growth overtime and budget categories not keeping pace with that growth.

- There are three budget categories for the OEICE budget:
 1. Diversity, Equity, and Inclusion;
 2. Community Engagement;
 3. Community Participation Organizations (CPO)

- The description of the CPO category found in the budget detail: *Provides accounting for all CPO activities and is supported primarily from Lottery Funds.* This description is by all appearances incorrect:
 - The CPO budget category includes funding for the CPO/CCI program, Civic Leadership Program training, Boards and Commissions coordination and other civic engagement activities for the public.
 - Amanda stated the category would be more accurate renamed to "Civic Engagement."
 - Amanda will take steps in the 2024-25 Budget to change the description (and hopefully the name) of the Community Participation Organization budget category.

- Why there is a need for separate Community Engagement and Civic Engagement budget categories? Per Amanda's follow up edit:
 1. The history here is that when CE first came into the County budget as its own program in 2016-17 it was all lumped together, but CE manager Mike Dahlstrom requested that it be separated in 2017-18 so that it was easier to track specific CPO/CCI costs in relation to all other CE costs (which were minimal at the time.)
 2. Once the program was absorbed into the newly created OEICE, there was an interest to broaden the CPO/CCI category to include all activities that are specific to civic engagement (civic leadership and B&C support).



- Why doesn't the CPO/CCI program have a clear stand alone budget category? Per Amanda:
 1. The thinking here is that CPO/CCI is one strategy/set of activities under the umbrella of civic engagement. This differs from general community engagement in that those activities are more connected to direct and situational engagement (one-off or topic specific community meetings for example).
 2. The challenge in clearly defined categories is that all the work, from all three budget categories, is intertwined and for the most part CE staff play a role in work across OEICE. So, it doesn't really make sense to hold tight and defining boundaries around each budget category.
 3. Additionally, the three are really viewed as one pot, when we report the budget, it is really looked at as one pot of general fund plus lottery dollars so there is a bit of give and take between the three categories depending on how the fiscal year shakes out (with personnel costs and emergent unexpected priorities or expenses).
- The CPO budget as posted on the county website needs to be corrected. Correction is an AR for Amanda.
 - The CPO budget currently shows budgeted expenditures exceeding budgeted revenue by almost \$6000.
 - CPO leaders were told the budget for the CPO program was cut, yet the posted budget shows an expenditure increase of almost \$6000 over the prior year.
 - The budget should have reflected a reduction in postage and freight expenditures.
 - Amanda was unsure as to what the reduction was but thought it was a reduction from \$26000 to \$8000. She committed to get back to Mary with the details.
 - The reduction in postage and freight was to be realized through no longer mailing the monthly CPO agendas beginning at the end of the current calendar year.
 - The elimination of the CPO mailed agendas was a decision made by OEICE based upon a survey, without conferring with any CPO leaders (!)
 - Agendas are still being mailed because OEICE staff has not yet been announced the change to CPO leaders. Amanda wanted to be sure that CPO leadership had plenty of time to adjust to the change eliminating mailed agendas starting in Jan 2024.