





# CENTRAL EASTSIDE: ENHANCED SERVICES DISTRICT

## VISION & MISSION

Central Eastside Industrial District is the national model for a thriving urban industrial district. The Central Eastside's diverse mix of businesses, industries, makers and creatives contributes to an innovative environment that generates quality jobs, promotes a vibrant pedestrian experience and ensures a resilient, welcoming and connected community. Central Eastside: Enhanced will foster a safer and more secure district, enhance the pedestrian experience, reinforce economic viability and promote Central Eastside's unique identity through innovative and highly-responsive programs.

## CORE VALUES

-  Collaboration
-  Innovation
-  Responsive
-  Transparent and Equitable

## Central Eastside ESD SERVICE PLAN

After soliciting significant feedback from Central Eastside stakeholders including business and property owners, community partners, government officials and advocacy organizations, and assessing successful ESD models in Portland and across the country, the Central Eastside: ESD Steering Committee did what Central Eastside does best – innovated to create a unique set of programs and metrics to address the district's challenges and meet its specific needs.

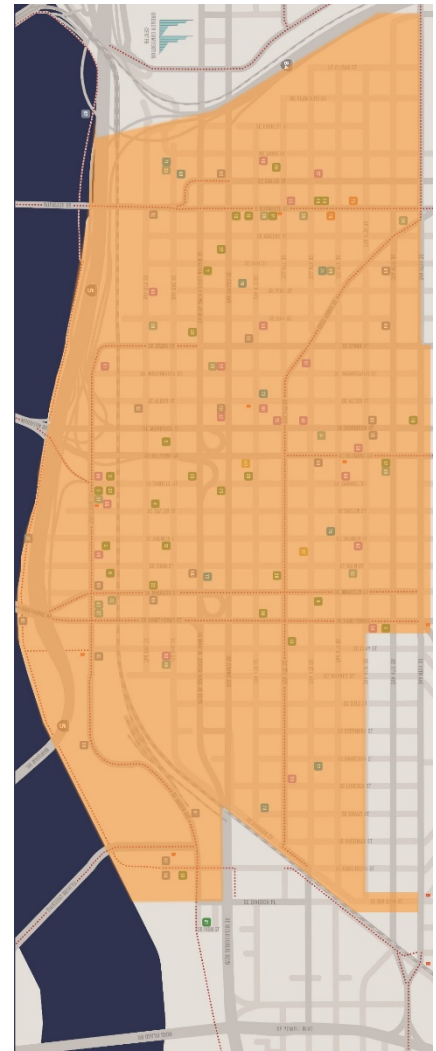
Since 2017 the Central Eastside: Enhanced Steering Committee facilitated 25 outreach events to discuss the proposed ESD and solicit community feedback. In addition, Steering Committee members met with more than 200 individual property owners. The Committee used feedback and suggestions from each outreach event and individual meeting, along with district crime statistics and real-time results from Central Eastside: Enhanced Pilot Projects (cleaning, safety, shuttle) to design the Central Eastside: Enhanced Service Plan. Several key stakeholder groups (home owners, houseless community advocates, merchants and makers and residential building owners) were targeted for specific meetings to ensure that the needs of their industry/constituents were being met appropriately. Additional outreach mailings (postal and electronic) about the proposed Service Plan reached more than 1,500 business and property owners. The following Service Plan is the result of collaborative community input.

## Central Eastside: Enhanced GOALS

- **Increase cleanliness** throughout the Central Eastside;
- **Improve safety for all** in the Central Eastside;
- **Manage parking and transportation** demand and improve wayfinding;
- **Brand the Central Eastside** to increase business, customers and visitors;
- **Support innovation in all forms** including strengthening Central Eastside as an employment center;
- **Increase economic viability** of the Central Eastside and promote prosperity for all;
- **Ensure Central Eastside is an ideal place to create, work, live and visit.**

## Central Eastside: Enhanced will implement 6 service categories:

- Sidewalk Operations
- Streetscape Improvement and District Identity
- Parking and Transportation
- Community and Workforce Innovation Fund
- Advocacy and Administration
- Contingency/Reserve



### 1. Sidewalk Operations

#### Sidewalk Operations: Cleaning

Central Eastside has an increasing amount of trash and vandalism. Biohazards and trash make navigating sidewalks difficult for all users and impact access to transit options district wide.

- **Current Pilot Program** – Central City Concern’s Clean Start Program hires and houses individuals impacted by houselessness to remove trash, including biohazards, and graffiti district wide. This program is augmented with 3 all-volunteer district-wide Clean-ups that engage more 200 individual volunteers contributing 750 hours of work. In 2018 that effort removed 80 tons of trash (8,048 bags).

#### **ESD Service Plan (7/1/19): District-wide Waste Collection/Graffiti Removal**

Unarmed highly-trained Cleaners will document/address district graffiti and trash.

- **RFI:** A public request for information (RFI) will be released for cleaning services upon ESD approval for programs funded by ESD property manager fees. Grassroots organizations will be encouraged to apply. Requested services will include district wide deployment, trash, biohazard and graffiti removal, rapid response capability, peer-based employment, workforce development, coordination with annual volunteer-run clean-ups, auditable data collection, investigation of complaints in coordination with the Safety for All Oversight Committee and quarterly reporting to the Mayor’s Office of any complaints received.
- **TRAINING:** Central Eastside will require all cleaners to receive an additional bi-annual ‘Central Eastside Cleaning Certification’ achieved through 2 or more hours of training about how to engage with campers and differentiate ‘trash’ from ‘personal property/documents’ (cleaners already receive a training of this nature upon hire); training must be trauma-informed and peer-based.

- **INNOVATION FUND:** Smaller peer-based waste collection or hygiene pilot projects, like those referenced in the Compassionate Care proposal could apply for ESD funding through the Innovation Fund; if scalable, proven pilot projects may be incorporated into the ESD's Sidewalk Operations: Cleaning program in future years.

### **Sidewalk Operations: Safety For All**

Central Eastside has a crime problem. In November 2018, the portion of **Central Eastside where the Security Pilot Project was implemented had the 7th highest level of crimes against people and property in Portland per capita.**

- **Current Pilot Program** – unarmed safety professionals walk the district six days a week documenting graffiti, vandalism, trash and biohazards and providing crime prevention through environmental design property assessments and referrals to social services. Central Eastside's contract requires all employees receive significant and ongoing mental-health and de-escalation training. In January the contract was amended to provide earlier service hours (less over-night hours with the inadvertent potential to disrupt sleep), and include the following:
  - Safety Escorts – between the hours of 3-7pm employees, residents or others who feel unsafe walking in the district can call for a free escort to or from work, home or transportation
  - Transit Routes – increased presence along major transit routes including the Water Avenue Shuttle
  - Vandalism Hot Spots – increased presence in hot spot areas including under bridges and freeways

Since August, an appointed Security Pilot Advisory Committee made up of 30 diverse stakeholders including businesses, property owners, nonprofit leaders, social service providers, residents and government agencies (and open to the public) was convened to provide oversight of this work. *Unfortunately, a seat designated for a houseless individual remains empty despite multiple CEIC requests to service providers and advocates to help identify someone to serve.*

### **ESD Service Plan (7/1/19): District-wide Safety Services**

Unarmed highly-trained Safety Ambassadors will document/address district graffiti, trash and safety needs.

- **RFI:** A public request for information (RFI) will be released for unarmed Safety Ambassador services upon ESD approval for programs funded by ESD property manager fees. Grassroots organizations will be encouraged to apply. Requested services will include bi-annual 'Central Eastside Safety Certification Training', district wide deployment, trash, biohazard and graffiti documentation, rapid response capability, workforce development, coordination with cleaning services, auditable data collection, investigation of any complaints received in coordination with the oversight committee, and quarterly reporting of these complaints to the Mayor's Office. Preferred providers will have a lived experience of being houseless and/or have staff with a lived experience of being houseless. Ambassador uniforms must be low-barrier.
- **TRAINING:** All Safety Ambassadors and managers must receive 12-hour 'Central Eastside Safety Certification Training' upon hire and every six months thereafter. This training will be co-facilitated by a housed and houseless trainer. Training must be trauma-informed, provided by experts in the field and contain, at a minimum, first aid, conflict resolution and de-escalation techniques, mental health crisis response, trauma-informed interventions, social service safety net referrals and 'Central Eastside Cleaning Certification'. All Safety Ambassadors must also receive ongoing professional development of at least 4 hours/month, co-facilitated by housed and houseless trainers whenever appropriate. A Crisis Worker, someone with expertise working with houseless populations, will be embedded with the Safety Ambassadors during a portion of their service hours. This trained social worker will have expertise in trauma-informed best practices and go through the same training requirements as the Safety Ambassadors.
  - **SITUATIONAL PROTOCOL:** The Safety for All Oversight committee will establish a 'Central Eastside Situational Protocol' that will be provided to all safety ambassadors instructing them when to call the police. Any police contacts will result in a report. The Safety for All Oversight committee will review these reports quarterly.

- **OVERSIGHT:** A Safety for All Oversight Committee made up of stakeholders including businesses, property owners, nonprofit leaders, social service providers, houseless advocates, residents and government agencies will be convened to advise the ESD on Safety Ambassador training, monitor complaints and trends and recommend changes to services. Every effort will also be made to include at least 3 houseless individuals on the committee.

## 2. Streetscape Improvement and District Identity

District brand/identity; Web site, newsletter and communications; Marketing and promotions strategies including district-wide events; Wayfinding including map, banners and signage promoting assets, transit and destinations

## 3. Parking and Transportation

Transportation and parking demand management and road safety improvements; efficient movement of freight and representation on Portland Freight Committee; Water Avenue Shuttle; discounted transit passes for district employees (bus, streetcar), Sullivan's Crossing, streetcar sponsorship.

*Find 2018-19 wayfinding and parking/transportation budget and MOU at : <http://ceic.cc/get-involved/tpac-committee/>*

## 4. Community and Workforce Innovation Fund

Small annual grants to businesses implementing innovative workforce development strategies (e.g.: job training, apprenticeship to work, or houseless to work employment); or community organizations providing services in district that support ESD goals/activities (e.g.: peer-based waste collection pilot projects, peer-based safe storage pilot projects, or peer-based environmentally-friendly human waste collection projects). All grant funds must be used for projects in district.

## 5. Advocacy and Administration

Central Eastside is committed to nonprofit best practices including strong governance systems, robust internal controls and generally accepted accounting principles (GAAP standards), transparent communications and equitable delivery of services and benefits.

- Current Program – Central Eastside Industrial Council has 40 years of governance excellence as a nonprofit, 501(c)6 mutual benefit corporation, neighborhood business district association. Its 23-person Board of Directors includes diverse representation of the businesses, nonprofits, social service providers and property owners in the district. It has six active committees including an Executive Committee, ESD Steering Committee, Land Use Committee, Merchants & Makers Committee, Security Pilot Advisory Committee and Transportation and Parking Advisory Committee plus 2.5 FTE. The dedicated volunteer leaders of the CEIC contribute 2,950 volunteer hours annually.

### **ESD Service Plan (7/1/19): Board of Directors**

A new 501(c)3 nonprofit organization will be created to run the ESD. It will be governed by a diverse, all-volunteer Board of Directors including up to 3 representatives of vulnerable populations including people who have a lived experience of housing insecurity/ houselessness).

- **Annual Audit/Transparent Finances:** an Annual Report including budget and service plan will be sent to all ESD payers and interested stakeholders and RFP requirements for all ESD service contracts will be included in the organization's robust internal controls.
- **Transparent Feedback:** ESD will host a bi-annual Property Owner and District Stakeholder Meetings to present service and financial reports and solicit feedback.
- **Board of Directors:** at least 10 and up to 20 Directors. Terms will be 3 years and staggered and Directors may serve up to 2 consecutive 3-year terms. All Board members must own property, work or live in the District. Utilizing non-profit best practices, a Nominating Committee will solicit nominations (self-nomination accepted) from the District annually and present a recommended slate that accurately reflects District diversity including geography, entity and property size and type, longevity in district) for election by the ESD Board. Within that framework, every effort will be made to ensure Directors also reflect non-place-based forms of

diversity including ability, gender, race, et al. Directors will be chosen in accordance with the following guidelines:

- 20% – Business (up to 4 Directors)
- 15-20% – Community Organization (up to 3 Directors)
- 15-20% -- Vulnerable Populations (up to 3 Directors)
- 20% – Property Owner (up to 4 Directors)
- 20% – Residential (up to 4 Directors: includes residents and/or residence managers)
- 10%– Government or Education Institution (up to 2 Directors)
- 10% – At Large (up to 2 Directors)

All Board and Committee actions will be made through the lens of equity, inclusion, sustainability and transparency; these principles will be formalized in the ESD's bylaws, policies and other governing documents. Directors and staff will receive an extensive annual Orientation explaining their legal role and responsibilities, governing practices and truncated versions of the training provided to all contracted cleaners and Safety Ambassadors.

### **Projects related to the ESD**

- **Peer-run Safe Sleeping:** while this is completely outside the financial, regulatory and zoning capacity of the proposed ESD, the Central Eastside Industrial Council commits to being a partner to the City in the process of identifying a safe sleeping area in the Central Eastside. When a mutually agreed upon site is identified by the City and CEIC for a safe camping area, CEIC commits to being a partner in its establishment.
- If matching funds are secured, Central Eastside will commit up to \$20,000 from the Sidewalk Operations: Cleaning budget to bring a free **day storage program** to the district (like the successful locker managed by Central City Concern under the Steel Bridge utilizing peer-based employees who receive a living wage); employees will receive the same bi-annual 'Central Eastside Cleaning Certification' referenced above.