

D4C Program Manager Position Restructuring 2026

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For D4C Board
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Executive Summary

In August 2026, District Four Coalition completed a restructuring of the Program Manager position to better align organizational resources with current operational priorities. This restructuring falls within the Executive Director's authority and therefore does not require Board approval. This memorandum is a summary to inform the D4C Board on the reasons behind the restructuring and its anticipated outcomes.

The previous Program Manager role required an individual to have expertise in a broad range of responsibilities including neighborhood association assistance, communications, information technology, and grant administration. After evaluation of individual tasks, D4C staff determined that it would be most efficient to incorporate some of these responsibilities into a single position involving general capacity-building assistance for neighborhood associations. The remaining responsibilities have now been separated into focused projects and assignments that can be performed by individuals with specialized expertise while maintaining continuity of service.

The restructuring is expected to generate approximately **\$13,000 in fiscal year savings**. Rather than reallocating these funds immediately, staff recommends reserving these funds for projects that may arise following the completion of current improvement and operational projects.

Strategic Rationale

Recent Strategic Alignment Survey results highlighted a desire for:

1. Increased capacity-building support for neighborhood associations, and
2. Stronger communication and transparency between and among D4C and Neighborhood Associations.

While the Board has not yet established formal strategic objectives, these themes informed the restructuring process.

Prior to the restructuring, capacity-building support was split between two program management roles, covering a broad range of communications, technical assistance, information technology, grant administration, and support functions. Post-restructure, the capacity-building support is centralized under a single Program Director.

The Program Director's role is to: 1) determine the current capacity and organizational needs of each neighborhood association to be compliant with ONI Standards and be sustainably independent, and 2) determine resources needed per organization, including hands-on assistance, fiscal sponsorship, insurance, equipment and training.

By centralizing the tasks into a single role, the Program Director position becomes more in-touch with the individual needs of each neighborhood association and can see the trends of capacity-building assistance across the group. As trends become identified that warrant special attention, D4C will fill that support role with a contract specialist to accomplish a specific objective. The anticipated outcomes are: 1) D4C has more cohesive data to demonstrate the current capacity and future needs of the neighborhood associations, allowing for better resource planning and demonstration of achievements with resources allocated, 2) neighborhood associations become more resilient, sustainable and can grow to include more engagement from residents of District 4, 3) D4C builds trust with external partners based on its transparency and accountability.

A primary goal of the restructuring is to build the technological and operational infrastructure needed to scale communications and support services over time. Currently, D4C has fragmented information systems which are manually intensive to administer and causes inconsistent service. Investments in information technology are intended to create more consistent processes, improve and democratize information-sharing across the coalition, and strengthen D4C's ability to support Neighborhood Associations and external partners.

By combining staff leadership with targeted contractor support and internship opportunities, the organization becomes more flexible for growth while maintaining service levels and creates opportunities for broader community involvement.

A 2-Year Plan

Ongoing : Neighborhood Association Support & D4Voices

The following plan is **in addition** to the ongoing neighborhood association support and production of the D4C Newspaper.

FY26-27 Building the Infrastructure

In FY26-27, D4C will focus on streamlining information technology systems and improving organizational documentation.

FY27-28 Scaling Engagement

In FY27-28, D4C will focus on boosting its communication activities to increase community civic engagement. This will include building targeted campaigns to multiple audiences.

FY26-27 Key Contractor/Intern Assignments

As mentioned above, FY26-27 will focus on improving organization documentation and streamlining IT systems.

D4C Specialist Additions

The following positions were created to improve organizational documentation and neighborhood technical assistance.

Dr. Paul Leistner

Dr. Paul Leistner will be joining the D4C team part-time to assist Neighborhood Associations with any issues they may have from August - December. A couple key topics Dr. Leistner is anticipating are:

- Updating Neighborhood Association Bylaws
- Assisting Neighborhood Associations with following ONI Standards requirements

Dr. Leistner will build a question/answer document, based on the issues presented from the Neighborhood Associations during this time, that can be the start of a resource available for continual use.

Mary Jaron Kelley

Mary Jaron Kelley will be joining the D4C team also part-time to assist in the development of a Land Use & Transportation Manual (i.e. a practical guide) that can be shared with all the NAs. She will be working with the D4C Land Use & Transportation Committee, and will be supported by a Land Use & Transportation Intern, which is expected to join the D4C for the Fall term in early October.

D4C Internship Additions (Planned & Pending)

D4C plans to onboard up to 4 interns in October for the Fall term, which ends in December. Each intern will complete up to 135 hours of work and will receive up to 3 class credits at Lewis & Clark University.

1. Neighborhood Liaison Intern, who will be responsible for attending the Neighborhood Association meetings on behalf of the D4C, taking notes with their observations, recommendations and NA requests of the D4C and reporting back to the D4C Staff. They will also write a final report at the end of their term to help inform future interns in this position. This position was created to accomplish the visitation requirements on our FY26-27 Scope of Work, help stabilize daytime office hours for D4C Staff, and bring awareness of the Neighborhood Program to younger generations.
2. Land Use & Transportation Intern, who will work with the LUTC and Mary Jaron Kelley to develop a LUT Manual for practical guidance on LUT issues that can be shared with Neighborhood Associations across District 4. The position was created to accomplish documentation of LUT processes, including the land use notification and archival requirements of the D4C.
3. Curriculum Development Intern, who will work with Heather Knopf to develop 10 online asynchronous courses on the new D4C Training Portal (<https://training.districtfourcoalition.org/>), leveraging past recorded trainings and supplemental training material. The position was created to continue to build upon the capacity building resource library of the D4C. The goal here is to have bite-sized continued education support and searchable information available at all times to supplement our live trainings with a specialist.
4. Public Safety & Livability Intern, who will work with Ron Bushner on developing an overall educational strategy and resource preparation to support the D4C Public Safety & Livability Committee.

IT Contractor

D4C is looking forward to investing in an IT Contractor with specialized experience in integrating information systems, with an emphasis on scalable communications. A proposal is currently being sent to the D4C Finance Committee to approve the expense of an IT Contractor to accomplish the following objectives:

1. Improve public navigation of the D4C library of documents in Sharepoint;
2. Integrate communication platforms (AirTable, Google Groups, Mailchimp, Canva (newspaper), social media accounts (Facebook, Instagram)) to reduce manual processes, improve user experience and enable analytics; and

3. Leverage existing datasets to improve D4C reporting on its scope of work to the City of Portland.

Expected Outcomes

The restructuring is anticipated to:

- Increase access to specialized expertise.
- Create new internship and workforce development opportunities.
- Expand participation in and awareness of the Neighborhood Program among younger adults.
- Improve documentation and training resources available to committees and neighborhood associations.
- Enhance organizational flexibility by allowing work to scale based on project needs.
- Strengthen continuity of operations through a distributed staffing model.
- Maintain service levels while creating modest budget savings and future fiscal flexibility.

Conclusion

One Program Manager position has been successfully transitioned into a project-based service model that leverages existing staff, contractors, and interns. The restructuring supports District 4 Coalition's flexibility, preparation for growth, continuity of operations and also generates modest cost savings that can be reserved for future organizational needs.