

**CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS**  
Sitting as the Board of Directors of the  
North Clackamas Parks and Recreation District

**Policy Session Worksheet**

**Presentation Date:** Feb. 23, 2021   **Approx. Start Time:** 1:30 p.m.   **Approx. Length:** 30 minutes

**Presentation Title:** Recruitment and Selection of People to Serve on the North Clackamas Parks and Recreation District (NCPRD) District Advisory Committee (DAC)

**Department:** Public and Government Affairs

**Presenters:** Chris Lyons, Government Affairs, PGA; Laura Zentner, Director, Business & Community Services

**Other Invitees:** Sue Hildick, Director, PGA; Katie Wilson, Community Outreach Specialist, PGA; Kandi Ho, Acting Director, NCPRD

**WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?**

Approval to move forward on the recruitment and selection process for the NCPRD DAC as recommended by the District Advisory Committee Task Force with modifications, described below, based on suggestions from the Clackamas County Committee for Community Involvement (CCI).

**EXECUTIVE SUMMARY**

On January 31, 2021, as requested by the NCPRD Board of Directors, the District Advisory Committee Task Force submitted its guideline proposals to the county. This hard working group of residents accomplished a great deal in a short time and are to be commended for their dedication and commitment.

As requested by the Board of County Commissioners, at a special meeting on Feb. 3, the Committee for Community Involvement (CCI) reviewed the recommendations submitted by the NCPRDAC Task Force. CCI reviewed and discussed the entire proposal. In addition to being very appreciative of all that was accomplished by the task force, CCI had general concerns about the following items:

- The resources needed to carry out the plan, both county staff time that would be needed to support the process, and the perceived unfairness of providing such a high level of support to one Advisory Board and Commission (ABC), when there are about 40 more that would not be likely to be provided with the same level of support;
- The recommended “job description” for volunteers was daunting and likely not inclusive to many possible volunteers, and
- Some of the tasks suggested as DAC responsibilities are outside the scope of appropriate committee involvement.

Staff has reviewed the NCPRDAC Task Force Guiding Recommendations and comments from CCI, and suggests the following:

1. **Revise** Section V, *Creation & Maintenance of Ongoing Sub-Area Forums / Neighborhood Parks Advisory Boards*, beginning on page 9, to make clear that the District Advisory Committee as a whole will strive to create and maintain sub-area

forums, to remove any implication that each DAC member from one of the four sub-areas will be required to undertake all that is listed in this section.

2. **Revise** *Attachment, Suggested Job Description*, beginning on page 11, to be retitled as ***Suggested Roles and Responsibilities***, and to again make clear that these are options for the DAC as a whole to accomplish, not requirements for each DAC member.
3. **Move forward** the recruitment and selection process, with the proposed revisions, with the understanding that once the DAC is established it will review the process and make changes as it sees fit for the future.

**FINANCIAL IMPLICATIONS (current year and ongoing):**

Is this item in your current budget?  YES  NO

What is the cost? \$15,000 Annually

What is the funding source? County General Fund Contingency Transfer

**STRATEGIC PLAN ALIGNMENT:**

- **How does this item align with your Department’s Strategic Business Plan goals?**  
This fits with the work of PGA’s Communications and Community Engagement Line of Business, to: “provide multimedia outreach, information, consultation, and coordination services to the people of Clackamas County, their Board of County Commissioners, and other countywide elected officials so they can equitably access services, influence public policy, build connection and trust with their government, and impact the future of their community.”
- **How does this item align with the County’s Performance Clackamas goals?**  
This fits with the Performance Clackamas goal to build public trust through good government.

**LEGAL/POLICY REQUIREMENTS:**

County Counsel has been involved with development of the DAC bylaws and will be consulted regarding the selection and recruitment process.

**PUBLIC/GOVERNMENTAL PARTICIPATION:**

Public and Government Affairs has supported the development of new DAC bylaws and the work of the District Advisory Committee Task Force to develop recruitment and selection guidelines.

**OPTIONS:**

1. Thank the District Advisory Committee Task Force for their work and approve their guidelines as presented to CCI.
2. Thank the District Advisory Committee Task Force for their work and approve revised guidelines for recruitment, selection and members’ roles and responsibilities, based on CCI input; with the proposed revisions discussed above.
3. Thank the District Advisory Committee Task Force for their work and ask for additional information before taking any action.

**RECOMMENDATION:**

Staff respectfully recommends Option 2: Thank the District Advisory Committee Task Force for their work and approve revised guidelines for recruitment, selection and members' roles and responsibilities, based on CCI input; with the proposed revisions discussed above.

**ATTACHMENTS**

- District Advisory Committee Task Force Cover Letter to Committee for Community Involvement (CCI), Jan. 31, 2021
- District Advisory Committee Task Force Guiding Document Recommendations
- District Advisory Committee Task Force Guiding Document Recommendations with comments from CCI as noted by Community Outreach Specialist Katie Wilson

**SUBMITTED BY:**

Division Director/Head Approval \_\_\_\_\_

Department Director/Head Approval s/Sue Hildick

County Administrator Approval \_\_\_\_\_

<i>For information on this issue or copies of attachments, please contact Sue Hildick @ 503-742-5900</i>
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January 31, 2021

Dear Committee for Citizen Involvement - Clackamas County,

The citizen-led, volunteer District Advisory Committee (DAC) Task Force has worked together for the past several weeks to develop a guiding document that outlines processes and procedures for the unincorporated sub-area residents to select DAC nominees and create a forum for sub-area parks boards to meet as needed regarding parks issues.

The guiding document outlines the development of the Neighborhood Parks Advisory Boards (NPAB) for each of the 4 unincorporated sub-areas, the nomination and voting process for selecting DAC representatives, and an ongoing community outreach plan in order to better represent historically underserved unincorporated areas of the North Clackamas Parks and Recreation District.

Our Task Force submitted these recommendations as a Microsoft Word document for ease of making any changes or edits. To accommodate instituting those changes moving forward, would you be willing to please use the Word "track changes" feature to make your edits clear and to assist with implementing them. To ensure there are no problems accessing our document, we have also included a PDF copy.

We look forward to your feedback and to your partnership in the implementation of this plan.

Sincerely,  
Task Force Team  
Anatta Blackmarr, sub-area 2  
Grover Bornefeld, sub-area 1  
Lindsay Freedman, sub-area 3  
David Gilman, sub-area 4  
Molly Little, sub-area 2  
Leslie Shirk, sub-area 2

# **DISTRICT ADVISORY COMMITTEE TASK FORCE**

## **GUIDING DOCUMENT RECOMMENDATIONS**

### **I. Executive Summary**

#### **Background**

The 1990 Ballot Measure 3-1 received voter approval for forming and funding NCPRD to “serve unincorporated areas.” Local control was the governance promised and defined as: “Advisory Boards, composed of local residents, will participate in the location, design, and maintenance of parks.” Beyond the first few years, for most of the past decades, governance drifted from being based on proportional representation of population or revenue contribution. Unincorporated areas, which currently comprise 83K residents or about 80% of the district, have been underrepresented.

In May, 2019 the Board (BCC) directed that the DAB revise its bylaws and composition. In particular, the Board expressed a need for the DAB’s composition to more accurately represent the proportionality of unincorporated and city residents of the district.

In December, 2020, NCPRD District Advisory Committee Bylaws were approved after being reviewed and substantially updated to re-establish more equitable proportional representation. The district is once again organized into sub-areas, four of which delineate the unincorporated sub-areas. Two representatives from each sub-area will represent residents of that sub-area on the DAC. A short-term Task Force was approved to design an equitable structure to be used to hold representative elections and to support the ongoing functioning of the restored sub-area concept. During the transition from no unincorporated structure, the citizen-led volunteer Implementation Team and, ideally, all the sub-area DAC applicants, will work together to reconstitute the Neighborhood Parks Advisory Boards (NPAB) for each of the 4 unincorporated sub-areas. Similar to CPOs that function without County staff direct support, the new NPABs will hold public meetings within their sub-areas in order to include input from interested constituents addressing neighborhood park issues.

## II. Critical Success Factors

### Commitment to Success of Sub-Area Governance Structure

In the early 1990's model that launched the parks special-district, local parks "Neighborhood Parks Advisory Boards" were envisioned to advise, receive, and provide input from neighborhoods to a regional advisory board made up of representatives from their local neighborhoods. For various reasons, this model was unsuccessful except in Milwaukie.

Recently, the BCC heard the requests from the unincorporated county residents to return to a proportional model of representation. The revised model restores direct representation chosen by the residents that the special parks district was designed to serve.

Successful implementation and nurturing of the new and currently non-existent unincorporated sub-area governance structure, requires ongoing commitment and support by the BCC.

### Need for Realistic Expectations Regarding County Staff Availability

The assumption is that County staff resources are limited and support for sub-area processes and procedures will have to be kept to a minimum. Once the needed initial work required to start up the process has been accomplished, efforts will be made to continue as independently as possible, using citizen expertise.

### Need for Realistic Expectations as the Process Unfolds

There is no simple map that guides us from where we are now, with minimal citizen involvement, to where we want to be - with equitable and active citizen participation and representation in NCPRD. Without acknowledging the difficulty and magnitude of the work that will be needed, any process, including the one recommended in this document, is unlikely to be succeed. Special efforts from all stakeholders, especially area residents not currently involved, will be essential for achieving the goal of effective Neighborhood Advisory Boards.

Using CPOs as a measure, current limited levels of resident participation throughout the north Clackamas area appear to be less than 1% of the CPO areas' residents. Minimal meeting and voting standards' numbers are often lacking, and CPOs struggle to fill their volunteer board positions. Ongoing development of robust local outreach processes will provide a way for the underserved, under reached and under-organized areas of unincorporated NCPRD to connect and work together to find volunteers to build networks of parks enthusiasts. This will provide the needed boost towards formation of Neighborhood Parks Advisory Boards, friends of parks groups, as well as committees or councils. Expanding community engagement requires time and trust-building.

An implementation team is critical to manage, coordinate, and launch the process recommended by the Task Force, whose charter ended on January 31 with the submission of their recommendation. A group of former task force members, joined by many other sub-area parks advocates, will undertake that role, working independently, with limited County support.

## Recognizing the Challenges and Providing Support to the Sub-Area Representatives

The Task Force has prepared a proposed Job Description for the newly defined positions, detailing the roles and responsibilities involved with undertaking the representation of unincorporated sub-area residents. (see Job Description, attachment below) For the newly incumbent sub-area representatives to be successful in this volunteer position, they need to be able to call upon other volunteers throughout the unincorporated sub-areas in the community to help with various tasks such as community outreach, publicity, development of sub-area distributions lists, etc. These volunteers may come from existing park friends/advocates, other community activist organizations and via direct outreach and publicity, for assistance.

Acknowledgment is needed that the tools to fulfill all the roles and responsibilities will not be available immediately. The directive from the NCPRD Governing Board (BCC) is to “represent the proportion of residents in unincorporated communities versus cities within the District.” The DAC bylaws reflect approximately one representative for each 10,000 residents. To meet these criteria, if there are not enough candidates applying to be nominated, interim candidates from within unincorporated NCPRD could be selected by the nominating committee of the sub-area with insufficient candidates.

## Need for an Orientation and Support for Unincorporated Sub-Area Success

Task Force recommendations will become a reference for a community-led, inclusive, Implementation Team of parks advocates. This group will help to provide orientation and support to the new sub-area representatives and participating residents as they establish and grow effective Neighborhood Parks Advisory Boards.

We believe to effectively recreate the long missing local residents’ parks and recreation support structure a few years will be required. Time and latitude are needed during these initial years of restoring and expanding the missing unincorporated structure, involvement, and trust. We recognize that the BCC as NCPRD Governing Board and Milwaukie with their IGA rights, have clearly defined oversight during the unincorporated restoration of representative citizen engagement transition.

### III. Task Force Mission

The Task Force mission is to:

- Develop and document recommended processes and procedures for unincorporated NCPRD sub-area residents to determine who will represent them on the NCPRD DAC.
- Create a forum for the sub-areas to meet as needed regarding parks issues.
- Submit our draft recommendation by January 31, to be reviewed by the Committee for Citizen Involvement (CCI), for approval by NCPRD Board.

#### The Implementation Processes and Procedures Recommended by this Task Force

Interested volunteer constituents working as the Implementation Team, along with County staff assistance, following the approved process and procedures will perform the following:

- Create an initial structure for citizen-directed nomination of DAC candidates.
- Conduct a beta test of this structure, resulting in 2 candidates being chosen for staggered terms from each unincorporated sub-area.
- Submit those chosen for appointment by NCPRD's Board of Directors.
- Refine the structure as needed for use in future DAC representative elections.
- Identifying Sub-area assignment using participant address and County GIS application.

Some amount of County technical support will be needed, because the nomination process will take place in the Zoom environment.

Develop Neighborhood Parks Advisory Boards which will enable vibrant two-way communication structures, and events to connect all interested parties in the 4 sub-areas. Increase the number of engaged citizens through effective outreach.



## IV. Recommendations for Selection Process

### Application Outreach and Process

There are several interdependent steps leading up to the election of a new DAC nominee. It is critical to understand the time required to complete each. Below are the steps involved with a rough estimate of the elapsed time to completion. This schedule information will be updated based on the reality of accomplishing the various steps and experience will help to refine the time allocation estimate.

Ongoing occurrences of this process will be managed and coordinated by the incumbent sub-area reps, with help from area volunteers, and County staff as needed.

### Publicity and Community Outreach

Application and nominating processes will require targeting of the sub-area population, since only residents of each sub-area are eligible to apply for vacant positions, vote as a member of their nominating committee, or be nominated and appointed to serve.

Consider that district-wide emails and other demographic information collected by Clackamas County/NCPRD should include sub-area identification so that sorting by sub-area is possible for future specific sub-area community outreach purposes.

Each sub-area may require a slightly different strategy to achieve the most successful publicity and community outreach goals. Outreach strategies that specifically target each sub-area may be further developed by sub-area representatives during their term.

The Task Force has developed an interested residents' opt-in form and sub-area distribution list. This should be available on the NCPRD website, in emails, and also as paper copies for handouts.

### Publicity and Community Outreach Opportunities:

- Existing county mechanisms
- NCPRD website
- Nextdoor, Facebook
- Citizens Informed and Aware (Thelma's) newsletter
- Via CPO, PTA/O and other community meetings
- Clackamas Review articles
- Handouts to neighbors who live close to sub-area parks, and to regular park users
- Business owners
- Neighborhood groups such as youth and adult sports teams
- Apartment house management/owners
- Notice of meetings posted in parks or via handouts to park users
- Individuals' networks from such sources as HOAs
- Library bulletin boards

## Notification and Outreach for DAC Vacancy – (3 months)

- Notice of the upcoming DAC vacancy should be made public 3 months prior to the end of the current term, with applications and job description available to interested parties. NOTE: This step has already been done by the County, prior to the formation of the Task Force.
- Vacancies should be widely publicized via existing sub-area outreach tools. Incumbents, Friends groups and local parks advocacy committees should encourage interested residents to apply and promise support.
- County staff will be responsible for all volunteer application processing, as is currently the case.
- A description of the nominating process and the job description should be available to all applicants. This is an added requirement.

## Submitted Applications Made Available - (2 months)

- Application information provided by eligible candidates will be posted for interested sub-area residents to see prior to the election. This is an added requirement that will be available for first time use.
- Determine if there is a need for additional outreach depending on the number of applications received. The application process will be reopened by the County to provide additional time.

## Plan, Schedule and Publicize Nominating Committee Meetings - (6 weeks)

- Several weeks of this activity can run consecutively with the notification process.
- Working with County technical staff, finalize the Zoom meeting processes to be used. Test the process, and review outcomes. Test again if necessary.

## Nominating Process - First Time Use

The Implementation Team composed of former Task Force members and other interested sub-area parks supporters, will be responsible for managing and coordinating all the steps of the First Time Use.

First Time Use of the nominating process will require a robust outreach because all new sub-area reps are being nominated at the same time. Future outreach efforts for sub-area representatives may require adjustment and expansion of the outreach process to reach diverse

groups to ensure equitable representation in accordance with Clackamas County's 2012 Resolution Valuing Diversity.

The County will assist with public outreach, application management, and technical support.

## Nominating Process

- Nominating meetings will be managed and coordinated by the sub-area representative incumbents with help from volunteer constituents, with the exception of the first meeting.
- Nominating committee meetings may be held in person or virtually (Zoom, parks, community centers, or other meeting spaces).
- All but incomplete terms will be vacated at the same time each year, June 30th at midnight. It is desirable to fill these vacated positions to coincide with the beginning of the new term.
- Special elections for partially expired terms may be held or alternates may be appointed.
- Nominating meetings may be held collaboratively with other sub-areas.

## Nominating Committee Meetings

First Time - Two meetings are planned for the startup of the new sub-area governance structure. The first meeting is required to inform residents and to encourage participation in the nomination process to be carried out in Meeting 2. The Task Force recommends that the future DAC election process be reassessed as needed (e.g., 1 or 2-meeting format)

## Meeting 1 Agenda (Educational)

- Welcome participants in joint session.
- Brief review of the process and importance of proportional representation on the DAC.
- Describe the nomination process so sub-area residents can pre-register to attend meeting 2 and vote for representatives.
- Describe application process, timeline for submission, and share County applications link.
- Break-out groups by sub-area with facilitators:
  - Introductions
  - Encourage ongoing participation (suggest attendees invite neighbors, apply to be a representative)
  - Discuss process for receiving the applications for review

Next steps: date and task for next meeting, clarify how to register for the next meeting (use County process to submit address for County to verify for voting)

Meeting ends while in sub-area break-out groups

## Meeting 2 Agenda (Nominating Committee Vote)

- Welcome participants in joint session.
- Review agenda (meet candidates, vote, results).
- Break-out groups by sub-area with facilitators:  
Candidates are given up to 2-3 minutes for their “speech”  
Attendees vote for 2 candidates via poll  
Election results will be emailed to the attendees and publicized via social media  
Collect contact information for attendees who want to receive notices and stay involved;  
sub-area applicants encouraged to participate in the Neighborhood Parks Advisory Boards

Meeting ends while in sub-area break-out groups

Next steps: submission of nominees for appointment approval by the NCPRD Governing Board

## V. Creation & Maintenance of Ongoing Sub-Area Forums / Neighborhood Parks Advisory Boards

### Ongoing Sub-Area Two-Way Communication

To fulfill the requirement of creation and maintenance of sub-area forums, the Task Force is recommending that the original concept of Neighborhood Parks Advisory Boards, (NPAB) is restored. Neighborhood boards are, by design, composed of sub-area residents and meet periodically to discuss location, design, and maintenance of parks with their DAC representatives or other relevant groups. Neighborhood Parks Advisory Boards will enable two-way communication structures to connect all interested parties in the 4 sub-areas.

All Sub-Area Neighborhood Parks Advisory Boards and DAC Representatives will hold public meetings within their sub-areas to receive input regarding neighborhood park issues. Differences of opinion will be resolved through discussion at the Neighborhood Parks Advisory Board meetings employing consensus or majority-rule options.

Meetings will be held at least once per year and will adhere to public meeting requirements. Sub-area DAC representatives will chair the meetings of their Neighborhood Parks Advisory Boards and meeting minutes will be recorded.

DAC representatives of the unincorporated areas will coordinate on parks issues that impact their areas, based on their Neighborhood Parks Advisory Board recommendations.

### Ongoing Maintenance

The various tools and supporting processes recommended by the Task Force will be developed by the unincorporated residents' citizen-led Implementation Team, along with minimal assistance from the County staff & Technical Services group. The Task Force has draft bylaws based on existing County bylaws, Milwaukie parks bylaws, and other bylaws. Once the Task Force recommendations have been approved, bylaws will be provided.

### Tools for Community Outreach

- Developing a constituent distribution list will be foundational to the success of sub-area communications. The sub-area DAC representatives will maintain a list of community involvement groups and interested individuals (e.g., Friends of Parks, Watershed, River Keepers, CERT, Neighborhood Watch, CPOs, Library groups, Nextdoor, local businesses, garden clubs, sports teams/leagues, church groups, PTA, Rotary, Elks, etc.).
- The sub-area DAC representatives will provide updates and announcements and will report on DAC meetings.
- Support may be needed from the County for Zoom meetings, publicity and community outreach efforts.
- NCPRD up-dated website will post information regarding the revised district governance, the District Advisory Committee, and the sub-area representatives' contact information (e.g., [sub-area.2@gmail.com](mailto:sub-area.2@gmail.com)).

- GIS link app identifies sub-area designation based on address  
<https://experience.arcgis.com/experience/bc273577599544b7b3b7e51dd4623e1d>.
- Email Opt-In Form for sub-area information distribution.  
[https://docs.google.com/forms/d/1CE2H85s9nq\\_FpgphXMLwTag5N48N-GdakNTg25v487E/edit](https://docs.google.com/forms/d/1CE2H85s9nq_FpgphXMLwTag5N48N-GdakNTg25v487E/edit).

# Attachments

## **RE: Suggested Job Description DRAFT - January, 2021**

### **North Clackamas Parks and Recreation District Sub-area Representative to the District Advisory Committee**

#### **NCPRD Mission Statement**

To enrich community vitality and promote healthy living through parks and recreation.

#### **NCPRD Vision Statement**

Enhancing and connecting your community by providing exceptional parks and recreation opportunities for all.

#### **Background**

NCPRD was established by voter approval of the 1990 Ballot Measure 3-1 which formed and funded the district with property tax assessments. Bylaws updated and approved in December, 2020 provide for more proportional citizen representation on the DAC, District Advisory Committee, formerly DAB, District Advisory Board. The Governing Board is the BCC convened as The Board of NCPRD.

#### **DAC Member Overview**

- Works to support and promote use of parks and recreation services in the entire district as well as their particular sub-area.
- Works for adequate financial support by advising and assisting in the preparation and finalization of the budget.
- Conducts studies and makes recommendations to the Board of NCPRD.
- Recruits applicants to fill vacant area representative positions as they become available.
- Is consulted prior to entering into intergovernmental agreements or contracts.
- Promulgates bylaws, rules and regulations, operating procedures.
- Membership is for 4 years.
- Committee member terms will be staggered among the eleven DAC members.

#### **DAC Member Roles and Responsibilities**

- Attend and actively participate in monthly DAC meetings.
- Able to run meetings and work with the Parks Director to develop meeting agenda.
- Work on committees that relate to parks issues.
- Attend other sub-area community planning meetings to report on area park information and obtain park user input.
- Work with the Neighborhood Parks Advisory Board(s) to develop an active sub-area constituency and distribution list. Sub-area representatives will chair and co-chair the meetings of their Neighborhood Parks Advisory Boards.
- Work with their Neighborhood Parks Advisory Board to plan, schedule and hold nominating committee elections to select preferred candidate(s) for sub-area representative(s), as needed.
- Speak publicly to promote and establish support for park services and programs.
- Become familiar with issues affecting the parks in their particular sub-area, as well as all parks within the District.
- Adhere to Clackamas County Ethics Policy.

- Work with the Parks Director on development of Strategic Plan.
- Willing and able to devote adequate time to fulfill the roles and responsibilities listed above.

### **Qualifications**

- All members must be residents of the unincorporated areas of the District.
- All members must be 18 or over.



## Dictionary of terms

Sub-area - Five district sub-areas, proportional in population using census tract data within NCPRD boundaries.

Governing Board or NCPRD Board - Board of County Commissioners convened for NCPRD governance.

Applicant/Candidate - Resides in a sub-area and submits an application for the DAC to Clackamas County.

Sub-area Nominating Committees- a group of sub-area residents that votes for the nominee.

Nominee - Applicant selected by sub-area Nominating Committee and recommended to the NCPRD Governing Board for appointment.

Forum - a meeting where ideas and views on parks are exchanged.

DAC - District Advisory Committee.

NPAB - Neighborhood Parks Advisory Board.

# DISTRICT ADVISORY COMMITTEE TASK FORCE GUIDING DOCUMENT RECOMMENDATIONS

**Commented [WK1]:** CCI members recognized the amount of time and dedication that was invested by the Task Force volunteers to create this document and commend their service!

## I. Executive Summary

### Background

The 1990 Ballot Measure 3-1 received voter approval for forming and funding NCPRD to “serve unincorporated areas.” Local control was the governance promised and defined as: “Advisory Boards, composed of local residents, will participate in the location, design, and maintenance of parks.” Beyond the first few years, for most of the past decades, governance drifted from being based on proportional representation of population or revenue contribution. Unincorporated areas, which currently comprise 83K residents or about 80% of the district, have been underrepresented.

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**Commented [WK2]:** Unless US citizenship is required for this process, CCI and Public and Government Affairs is committed to replacing the term citizen with more inclusive and trauma informed language such as community or community member.

**Deleted:** citizen

## II. Critical Success Factors

### Commitment to Success of Sub-Area Governance Structure

In the early 1990's model that launched the parks special-district, local parks "Neighborhood Parks Advisory Boards" were envisioned to advise, receive, and provide input from neighborhoods to a regional advisory board made up of representatives from their local neighborhoods. For various reasons, this model was unsuccessful except in Milwaukee.

Recently, the BCC heard the requests from the unincorporated county residents to return to a proportional model of representation. The revised model restores direct representation chosen by the residents that the special parks district was designed to serve.

Successful implementation and nurturing of the new and currently non-existent unincorporated sub-area governance structure, requires ongoing commitment and support by the BCC.

**Commented [WK3]:** Who envisioned this model? Is there a reason why was it unsuccessful? Perhaps that should be explored more before committing to it again? Is geographic representation the most important thing to plan around? From an equity standpoint, is this the best approach? Are services accessed by geography or are there other factors that could be considered to ensure the members are representative of the community?

### Need for Realistic Expectations Regarding County Staff Availability

The assumption is that County staff resources are limited and support for sub-area processes and procedures will have to be kept to a minimum. Once the needed initial work required to start up the process has been accomplished, efforts will be made to continue as independently as possible, using [community](#) expertise.

**Commented [WK4]:** It is also important to remember that staff have expertise that may be needed to help launch these ambitious goals. For example- community organizing, equity/diversity/inclusion, engagement are all areas of expertise that could be very helpful in keeping this work on track. Will staff be weighing in on this plan?

**Deleted:** citizen

### Need for Realistic Expectations as the Process Unfolds

There is no simple map that guides us from where we are now, with minimal citizen involvement, to where we want to be - with equitable and active [community](#) participation and representation in NCPRD. Without acknowledging the difficulty and magnitude of the work that will be needed, any process, including the one recommended in this document, is unlikely to succeed. Special efforts from all stakeholders, especially area residents not currently involved, will be essential for achieving the goal of effective Neighborhood Advisory Boards.

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Deleted: citizen

### III. Task Force Mission

The Task Force mission is to:

- Develop and document recommended processes and procedures for unincorporated NCPRD sub-area residents to determine who will represent them on the NCPRD DAC.
- Create a forum for the sub-areas to meet as needed regarding parks issues.
- Submit our draft recommendation by January 31, to be reviewed by the Committee for [Community](#) Involvement (CCI), for approval by NCPRD Board.

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#### The Implementation Processes and Procedures Recommended by this Task Force

Interested volunteer constituents working as the Implementation Team, along with County staff assistance, following the approved process and procedures will perform the following:

- Create an initial structure for [community](#)-directed nomination of DAC candidates.
- Conduct a beta test of this structure, resulting in 2 candidates being chosen for staggered terms from each unincorporated sub-area.
- Submit those chosen for appointment by NCPRD's Board of Directors.
- Refine the structure as needed for use in future DAC representative elections.
- Identifying Sub-area assignment using participant address and County GIS application.

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Some amount of County technical support will be needed, because the nomination process will take place in the Zoom environment.

Develop Neighborhood Parks Advisory Boards which will enable vibrant two-way communication structures, and events to connect all interested parties in the 4 sub-areas. Increase the number of engaged [community members](#) through effective outreach.

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## IV. Recommendations for Selection Process

### Application Outreach and Process

There are several interdependent steps leading up to the election of a new DAC nominee. It is critical to understand the time required to complete each. Below are the steps involved with a rough estimate of the elapsed time to completion. This schedule information will be updated based on the reality of accomplishing the various steps and experience will help to refine the time allocation estimate.

Ongoing occurrences of this process will be managed and coordinated by the incumbent sub-area reps, with help from area volunteers, and County staff as needed.

### Publicity and Community Outreach

Application and nominating processes will require targeting of the sub-area population, since only residents of each sub-area are eligible to apply for vacant positions, vote as a member of their nominating committee, or be nominated and appointed to serve.

Consider that district-wide emails and other demographic information collected by Clackamas County/NCPRD should include sub-area identification so that sorting by sub-area is possible for future specific sub-area community outreach purposes.

Each sub-area may require a slightly different strategy to achieve the most successful publicity and community outreach goals. Outreach strategies that specifically target each sub-area may be further developed by sub-area representatives during their term.

The Task Force has developed an interested residents' opt-in form and sub-area distribution list. This should be available on the NCPRD website, in emails, and also as paper copies for handouts.

### Publicity and Community Outreach Opportunities:

- Existing county mechanisms
- NCPRD website
- Nextdoor, Facebook
- Citizens Informed and Aware (Thelma's) newsletter
- Via CPO, PTA/O and other community meetings
- Clackamas Review articles
- Handouts to neighbors who live close to sub-area parks, and to regular park users
- Business owners
- Neighborhood groups such as youth and adult sports teams
- Apartment house management/owners
- Notice of meetings posted in parks or via handouts to park users
- Individuals' networks from such sources as HOAs
- Library bulletin boards

**Commented [WK5]:** • How would we reach people community members who do not have email? Many of these tasks would require email access.  
• Who will do this sorting? This seems to be something staff would need to coordinate as most emails on file are not currently associated with specific mailing addresses.

**Commented [WK6]:** Could this list also include:  
• Schools  
• Health clubs/gyms  
• Other sports programs

**Commented [WK7]:** Are there other mechanisms that would do a better job of targeting communities who are often not at the table?

## Notification and Outreach for DAC Vacancy – (3 months)

- Notice of the upcoming DAC vacancy should be made public 3 months prior to the end of the current term, with applications and job description available to interested parties. NOTE: This step has already been done by the County, prior to the formation of the Task Force.
- Vacancies should be widely publicized via existing sub-area outreach tools. Incumbents, Friends groups and local parks advocacy committees should encourage interested residents to apply and promise support.
- County staff will be responsible for all volunteer application processing, as is currently the case.
- A description of the nominating process and the job description should be available to all applicants. This is an added requirement.

## Submitted Applications Made Available - (2 months)

- Application information provided by eligible candidates will be posted for interested sub-area residents to see prior to the election. This is an added requirement that will be available for first time use.
- Determine if there is a need for additional outreach depending on the number of applications received. The application process will be reopened by the County to provide additional time.

## Plan, Schedule and Publicize Nominating Committee Meetings - (6 weeks)

- Several weeks of this activity can run consecutively with the notification process.
- Working with County technical staff, finalize the Zoom meeting processes to be used. Test the process, and review outcomes. Test again if necessary.

**Commented [WK8]:** Is this a staff function or volunteer function? This is beyond what staff would usually do for a selection process.

## Nominating Process - First Time Use

The Implementation Team composed of former Task Force members and other interested sub-area parks supporters, will be responsible for managing and coordinating all the steps of the First Time Use.

First Time Use of the nominating process will require a robust outreach because all new sub-area reps are being nominated at the same time. Future outreach efforts for sub-area representatives may require adjustment and expansion of the outreach process to reach diverse

groups to ensure equitable representation in accordance with Clackamas County's 2012 Resolution Valuing Diversity.

The County will assist with public outreach, application management, and technical support.

## Nominating Process

- Nominating meetings will be managed and coordinated by the sub-area representative incumbents with help from volunteer constituents, with the exception of the first meeting.
- Nominating committee meetings may be held in person or virtually (Zoom, parks, community centers, or other meeting spaces).
- All but incomplete terms will be vacated at the same time each year, June 30th at midnight. It is desirable to fill these vacated positions to coincide with the beginning of the new term.
- Special elections for partially expired terms may be held or alternates may be appointed.
- Nominating meetings may be held collaboratively with other sub-areas.

**Commented [WK9]:** Do the bylaws have adequate details about this process to ensure there aren't issues and the process is consistent?

## Nominating Committee Meetings

First Time - Two meetings are planned for the startup of the new sub-area governance structure. The first meeting is required to inform residents and to encourage participation in the nomination process to be carried out in Meeting 2. The Task Force recommends that the future DAC election process be reassessed as needed (e.g., 1 or 2-meeting format)

## Meeting 1 Agenda (Educational)

- Welcome participants in joint session.
- Brief review of the process and importance of proportional representation on the DAC.
- Describe the nomination process so sub-area residents can pre-register to attend meeting 2 and vote for representatives.
- Describe application process, timeline for submission, and share County applications link.
- Break-out groups by sub-area with facilitators:
  - Introductions
  - Encourage ongoing participation (suggest attendees invite neighbors, apply to be a representative)
  - Discuss process for receiving the applications for review

**Commented [WK10]:** Is this too difficult or exclusionary? Is there a way to educate the community without a meeting? Could this be a slide presentation or video to allow them to learn about the process on their own time?



Next steps: date and task for next meeting, clarify how to register for the next meeting (use County process to submit address for County to verify for voting)

Meeting ends while in sub-area break-out groups

## Meeting 2 Agenda (Nominating Committee Vote)

- Welcome participants in joint session.
- Review agenda (meet candidates, vote, results).
- Break-out groups by sub-area with facilitators:  
Candidates are given up to 2-3 minutes for their “speech”  
Attendees vote for 2 candidates via poll  
Election results will be emailed to the attendees and publicized via social media  
Collect contact information for attendees who want to receive notices and stay involved;  
sub-area applicants encouraged to participate in the Neighborhood Parks Advisory  
Boards

Meeting ends while in sub-area break-out groups

Next steps: submission of nominees for appointment approval by the NCPRD Governing Board

**Commented [WK11]:** Is this inclusive? How would translation services work in these groups if requested by a participant or applicant?

## V. Creation & Maintenance of Ongoing Sub-Area Forums / Neighborhood Parks Advisory Boards

### Ongoing Sub-Area Two-Way Communication

To fulfill the requirement of creation and maintenance of sub-area forums, the Task Force is recommending that the original concept of Neighborhood Parks Advisory Boards, (NPAB) is restored. Neighborhood boards are, by design, composed of sub-area residents and meet periodically to discuss location, design, and maintenance of parks with their DAC representatives or other relevant groups. Neighborhood Parks Advisory Boards will enable two-way communication structures to connect all interested parties in the 4 sub-areas.

All Sub-Area Neighborhood Parks Advisory Boards and DAC Representatives will hold public meetings within their sub-areas to receive input regarding neighborhood park issues. Differences of opinion will be resolved through discussion at the Neighborhood Parks Advisory Board meetings employing consensus or majority-rule options.

Meetings will be held at least once per year and will adhere to public meeting requirements. Sub-area DAC representatives will chair the meetings of their Neighborhood Parks Advisory Boards and meeting minutes will be recorded.

DAC representatives of the unincorporated areas will coordinate on parks issues that impact their areas, based on their Neighborhood Parks Advisory Board recommendations.

### Ongoing Maintenance

The various tools and supporting processes recommended by the Task Force will be developed by the unincorporated residents' community-led Implementation Team, along with minimal assistance from the County staff & Technical Services group. The Task Force has draft bylaws based on existing County bylaws, Milwaukie parks bylaws, and other bylaws. Once the Task Force recommendations have been approved, bylaws will be provided.

### Tools for Community Outreach

- Developing a constituent distribution list will be foundational to the success of sub-area communications. The sub-area DAC representatives will maintain a list of community involvement groups and interested individuals (e.g., Friends of Parks, Watershed, River Keepers, CERT, Neighborhood Watch, CPOs, Library groups, Nextdoor, local businesses, garden clubs, sports teams/leagues, church groups, PTA, Rotary, Elks, etc.).
- The sub-area DAC representatives will provide updates and announcements and will report on DAC meetings.
- Support may be needed from the County for Zoom meetings, publicity and community outreach efforts.
- NCPRD up-dated website will post information regarding the revised district governance, the District Advisory Committee, and the sub-area representatives' contact information (e.g., [sub-area.2@gmail.com](mailto:sub-area.2@gmail.com)).

**Commented [WK12]:** As mentioned before, where did this idea come from? Why did it fail previously? What is happening now that makes it a more viable option than it was in the past?

**Commented [WK13]:** This plan appears to need more than minimal support at least in the initial years as the required work is completed to establish the NPAB model. Is this something that the county/NCPRD is able to commit to?

**Deleted:** citizen

**Commented [WK14]:** Add My ClackCo publication and ClackCo Monthly to this list?

**Commented [WK15]:** How would they do this?

- GIS link app identifies sub-area designation based on address <https://experience.arcgis.com/experience/bc273577599544b7b3b7e51dd4623e1d>.
- Email Opt-In Form for sub-area information distribution. [https://docs.google.com/forms/d/1CE2H85s9nq\\_FpgphXMLwTag5N48N-GdakNTg25v487E/edit](https://docs.google.com/forms/d/1CE2H85s9nq_FpgphXMLwTag5N48N-GdakNTg25v487E/edit).

**Commented [WK16]:** Some members had issues when accessing this new tool. Is more testing needed to make sure it is working the way it is intended?

# Attachments

**RE: Suggested Job Description DRAFT - January, 2021**

## North Clackamas Parks and Recreation District Sub-area Representative to the District Advisory Committee

### NCPRD Mission Statement

To enrich community vitality and promote healthy living through parks and recreation.

### NCPRD Vision Statement

Enhancing and connecting your community by providing exceptional parks and recreation opportunities for all.

### Background

NCPRD was established by voter approval of the 1990 Ballot Measure 3-1 which formed and funded the district with property tax assessments. Bylaws updated and approved in December, 2020 provide for more proportional [community](#) representation on the DAC, District Advisory Committee, formerly DAB, District Advisory Board. The Governing Board is the BCC convened as The Board of NCPRD.

### DAC Member Overview

- Works to support and promote use of parks and recreation services in the entire district as well as their particular sub-area.
- Works for adequate financial support by advising and assisting in the preparation and finalization of the [budget](#).
- Conducts studies and makes recommendations to the Board of NCPRD.
- Recruits applicants to fill vacant area representative positions as they become available.
- Is consulted prior to entering into intergovernmental agreements or [contracts](#).
- Promulgates bylaws, rules and regulations, operating procedures.
- Membership is for 4 years.
- Committee member terms will be staggered among the eleven DAC members.

### DAC Member Roles and Responsibilities

- Attend and actively participate in monthly DAC meetings.
- Able to run meetings and work with the Parks Director to develop meeting agenda.
- Work on committees that relate to parks [issues](#).
- Attend other sub-area community planning meetings to report on area park information and obtain park user [input](#).
- Work with the Neighborhood Parks Advisory Board(s) to develop an active sub-area constituency and distribution list. Sub-area representatives will chair and co-chair the meetings of their Neighborhood Parks Advisory [Boards](#).
- Work with their Neighborhood Parks Advisory Board to plan, schedule and hold nominating committee elections to select preferred candidate(s) for sub-area representative(s), as needed.
- Speak publicly to promote and establish support for park services and [programs](#).
- Become familiar with issues affecting the parks in their particular sub-area, as well as all parks within the District.

**Commented [WK17]:** Is it possible for the committee members to work together to achieve the?

**Commented [WK18]:** This long list of responsibilities is daunting and will likely hinder participation. Could this be something the committee members work on and commit to together?

CCI is very concerned this is well beyond what is reasonable to ask of a volunteer. Are there other ways to achieve

Daunting.

Have the job description be more general?

Is this inclusive?

Could this be a goal rather than a job description?

**Deleted:** citizen

**Commented [WK19]:** There is a budget committee. This seems redundant. Perhaps the committee could review the budget and provide input but including two committees in the preparation is cumbersome.

**Commented [WK20]:** Is this required for all contracts and agreements? This seems like it would be a lot of work and perhaps outside the scope of an advisory committee. Maybe this could be a possible duty to support key projects or programs or perhaps it could be for only large contracts?

**Commented [WK21]:** Could these be goals for the whole committee to accomplish together rather than responsibilities of each individual?

**Commented [WK22]:** Could these be aspirational goals rather than responsibilities?

**Commented [WK23]:** Such as? This again is another time commitment which makes this opportunity less accessible to many.

**Commented [WK24]:** This is a substantial time commitment and may make this opportunity out of reach for many.

**Commented [WK25]:** Community organizing is time consuming, can be costly, and may require training and skills. Will the county/NCPRD be supporting this?

**Commented [WK26]:** Public speaking is not something that should be required. Many people would be uncomfortable with this.

- Adhere to Clackamas County Ethics Policy.
- Work with the Parks Director on development of Strategic Plan.
- Willing and able to devote adequate time to fulfill the roles and responsibilities listed above.

**Qualifications**

- All members must be residents of the unincorporated areas of the District.
- All members must be 18 or over.

**Commented [WK27]:** It is very challenging to find ABC volunteers. The amount of time needed to carry out these duties is not achievable to many- especially interested community members who are already struggling to overcome other barriers such as employment, transportation, childcare, family needs, language, cultural, etc.

**Commented [WK28]:** Several Committee members circled back to the job description after the meeting. Ongoing concerns that having such a rigid and heavy job description will inhibit participation and be counterproductive to countywide EDI goals led CCI members to think that if any job description be provided in advance that it be much more general in nature and touch on the overarching goals of the NCPRDAC but let the committee come together as they evolve together to develop the specifics on how they will work together to achieve community goals. The job description is so arduous it does not leave room for the purpose of seeking diverse committee membership which is to benefit from the unique lived experience of each member.

## Dictionary of terms

Sub-area - Five district sub-areas, proportional in population using census tract data within NCPRD boundaries.

Governing Board or NCPRD Board - Board of County Commissioners convened for NCPRD governance.

Applicant/Candidate - Resides in a sub-area and submits an application for the DAC to Clackamas County.

Sub-area Nominating Committees- a group of sub-area residents that votes for the nominee.

Nominee - Applicant selected by sub-area Nominating Committee and recommended to the NCPRD Governing Board for appointment.

Forum - a meeting where ideas and views on parks are exchanged.

DAC - District Advisory Committee.

NPAB - Neighborhood Parks Advisory Board.

Commented [WK29]: Add IGA to this list