



**BOARD OF DIRECTORS
MEETING AGENDA**

Date: March 30, 2022
Time: 6:00 p.m.
Location: Virtually (via Zoom)

Please click the link below to join the webinar: <https://clackamascounty.zoom.us/j/85718929121>
Or Telephone: Dial +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799
Webinar ID: 857 1892 9121

I. CALL TO ORDER

- Roll Call
- Pledge of Allegiance

II. BOARD DISCUSSION ITEMS

(The following item will be individually presented by District staff or other appropriate individuals. Persons appearing shall clearly identify themselves and the department or organization they represent. In addition, a synopsis of each item, together with a brief statement of the action being requested shall be made by those appearing on behalf of an agenda item.)

1. NCPRD Overview Video
 - a. The video is currently featured on the website at <https://ncprd.com/about-us/district-information>.
2. A Year in Review
3. Update from the District Advisory Committee (DAC) Chair
4. Updates:
 - a. SDC Methodology (Page 3)
 - b. Milwaukie Bay Park Funding Update (Pages 2-17)
 - c. Concord Project (Pages 18-34)

III. ACTION ITEMS

1. Approval of Revised Milwaukie Community Center Advisory Board (MCCAB) Bylaws (Pages 35-39)
2. District Advisory Committee Recruitment

IV. PUBLIC COMMENTS

(The Chair of the Board will call for statements from people regarding issues relating to District governance. It is the intention that this portion of the agenda shall be limited to items of District business which are properly the object of Board consideration and may not be of a personal nature. Testimony is limited to three (3) minutes. Comments shall be respectful and courteous to all.)

VI. DISTRICT ADMINISTRATOR UPDATE

VII. BOARD COMMUNICATIONS

SDC Methodology Timeline



Data Gathering & CIP List Nov. '21 – Mar. '22

DAC review and recommend CIP

DAC introduction to SDC update

SDC data gathering and refinement



Analysis, Review & Recommendation Mar. – June '22

Develop draft SDC methodology

Present SDC methodology and revised Interim CIP to DAC for review

Present final SDC methodology and Interim CIP to DAC for recommendation



SDC Ordinance – Notice Period & Hearing June – Sept. '22

SDC ordinance Board presentation

SDC 90-day notice period

CIP to Board for adoption

SDC ordinance to Public Hearing & for Board adoption



Milwaukie Bay Park – Design and Cost Update



Milwaukie Bay Park Timeline



Jan. – June '22

- Update cost estimate & refine design to align with existing funding plan
- Engage community - April & June design milestones
- Funding IGA – Board consideration before 6/1/22
- Coordinate with Milwaukie, ODOT, & Confederated Tribes of Grand Ronde

June – Nov. '22

- Update cost estimate and prepare construction documents
- Submit land use application to city

Dec. '22 – Feb. '23

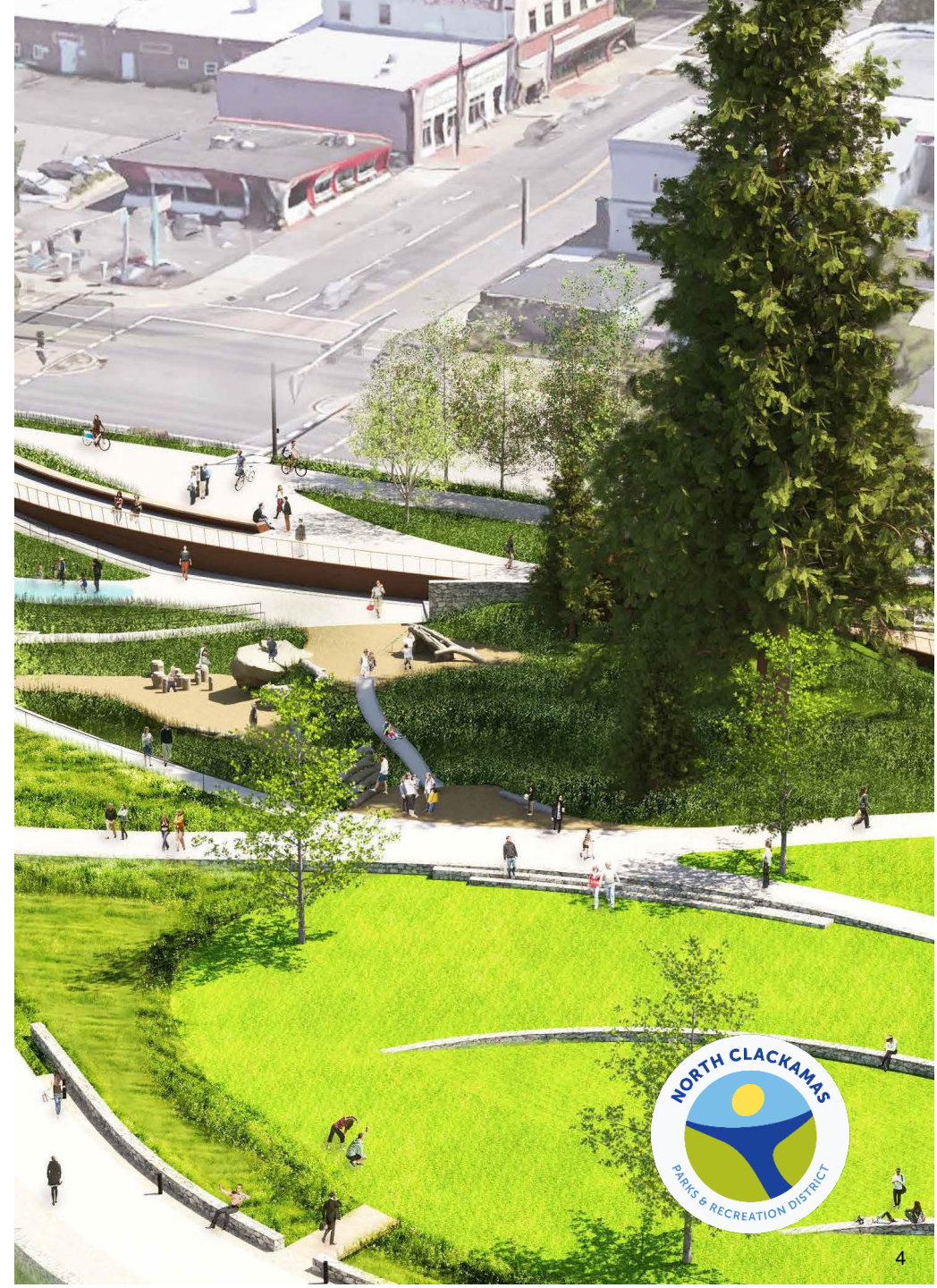
- Submit to agencies for permits
- Subcontractor bidding
- Establish Guaranteed Maximum Price (GMP)
- GMP Amendment to authorize construction - Board consideration



Design Refinement

Aligning design and costs with funding

- Refine design, adapting to increased market costs
- Save on costs
- Preserve design intent
- Keep current funding plan



Cost Estimate Update

2019 by Cost Estimator	\$
Construction Cost	8,200,000
Design/Indirect/ "soft" costs	1,400,000
TOTAL	9,600,000

2022 by Contractor*	\$
Construction Cost	11,200,000
Design/Indirect/ "soft" costs	1,400,000
TOTAL	12,600,000

** Also reconciled with cost estimator*

\$3 million increase attributed to

Cost escalation

More accurate prices

Contractor fees now determined in contract



Next Steps

- Refining the design to fit the existing funding plan (\$9.6M), with value engineering and design approach
- Presenting a refined design in April
 - All-community webinar on 4/18
 - Community meetings
 - DAC in April
- Bringing Funding IGA to NCPRD Board



Project Funding

Funding Source	\$ Proposed	Status of Agreements	Est'd date
City of Milwaukie	250,000	Funding IGA; City approved, NCPRD Board pending	Dec '20, Mar '22
City Metro Local Share	750,000	City engagement and Metro IGA pending	Jun 2022
NCPRD SDC Zone 1	2,541,875	Construction IGA approved; DAC SDC methodology update underway	Nov '21, Aug '22
NCPRD Metro Local Share	3,000,000	District engagement and Metro IGA pending	Dec 2022
NCPRD Gen Fund	58,125	Annual budget adoption	Jun 2022+
State grant (LGGP)	750,000	Grant agreement approved	Jun 2021
State grant (LWCF)	1,046,935	Grant agreement pending	Mar 2022
Milwaukie Parks Found.	40,000	Fundraising underway	Spr 2022
Additional Funds	1,163,065	Applications and recommendations in process	2022
EST'D TOTAL (hard & soft costs)	9,600,000	<i>Final costs must align with budget confirmed</i>	



Combined \$1.0 M



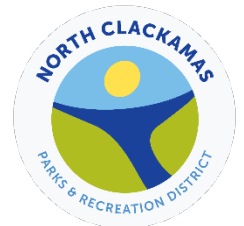
Combined ~\$5.6 M



Combined ~\$1.8 M



Combined ~\$1.2 M





NORTH CLACKAMAS PARKS AND RECREATION DISTRICT

Development Services Building
150 Beaver Creek Road, Oregon City, OR 97045

Michael Bork, NCPRD Director

3/30/2022

Board of County Commissioners
Clackamas County
Board of North Clackamas Parks and Recreation District

Members of the Board:

Presentation of an Intergovernmental Agreement Between City of Milwaukie and North Clackamas Parks and Recreation District for Funding Construction of Phase III of Milwaukie Bay Park for Board Information and Discussion

Purpose/Outcome	Establish a revised funding agreement between the City of Milwaukie and NCPRD for construction of Phase III of Milwaukie Bay Park.
Dollar Amount and Fiscal Impact	Agreement allows NCPRD to accept transfer of up to \$1,000,000 from City of Milwaukie for construction, and allows NCPRD to commit a minimum \$5,600,000.
Funding Source	NCPRD-controlled fund sources to include but not limited to Local Share Grant funds, System Development Charges, and the District's general fund
Duration	In effect until terminated or superseded.
Previous Board Action/Review	<ul style="list-style-type: none"> • Dec. 3, 2020 Board approval – original Funding IGA • Nov. 24, 2021 Board approval – IGA for Grant Administration, construction, and Operation of Phase III of Milwaukie Bay Park
Strategic Plan Alignment	<p>1. How does this item align with your department's Strategic Business Plan goals?</p> <ul style="list-style-type: none"> • completing 33% of NCPRD project phases in the annual Capital Improvement Plan • providing planning and development services to NCPRD residents so they can experience additional parks and facilities to meet needs. • providing access to parks, natural areas, trails, recreation services and facilities to district residents and visitors of all ages <p>2. How does this item align with the County's Performance Clackamas goals?</p> <ul style="list-style-type: none"> • <i>Honor, Utilize, Promote, and Invest in our Natural Resources:</i> connects residents with nature and the Willamette River. • <i>Build a Strong Infrastructure:</i> improves NCPRD's recreation infrastructure with improved and safer trail access and amenities • <i>Build Public Trust through Good Government:</i> provides more inclusive engagement process and extensive partnership building. • <i>Grow a Vibrant Economy.</i> provides local economic development potential by better connecting people and communities

Counsel Review	1. 10/7/2021 2. JM
Procurement Review	1. No 2. This is an IGA.
Contact Person	Michael Bork, NCPRD Director, x4421 Heather Koch, NCPRD Planning & Development Manager, x4358
Contract No.	N/A

SUMMARY

The Intergovernmental Agreement (IGA) establishes the commitments and terms between the City of Milwaukie (City) and the North Clackamas Parks and Recreation District (NCPRD) for funding the construction of Phase III of Milwaukie Bay Park. The NCPRD Board previously approved a Funding IGA with the City (December 2020). It was updated by staff of both agencies in 2021 with direction from elected officials of both agencies. On November 2, 2021, the City Council introduced and adopted Council Resolution 55-2021 to authorize the City Manager to execute the agreement. Authorization is rescinded if the NCPRD Board of Directors does not approve and execute the IGA by June 1, 2022. It is now before the NCPRD Board for approval. Once approved, the updated version will replace the original IGA.

The IGA allows NCPRD to accept transfer of up to \$1,000,000 from City of Milwaukie for construction, and allows NCPRD to commit a minimum \$5,600,000. NCPRD-controlled fund sources include but are not limited to Local Share Grant funds, System Development Charges, and the District's general fund. The IGA also acknowledges: \$1,796,125 in grant funding; additional potential grants and other sources to reach full funding based on the estimated project cost of \$9.6 million; and that if adequate funds are not received or committed to construct the full plan, the City and District will work together to value engineer the park construction to build the park with the funding identified in the agreement. The project is expected to begin construction in 2023 and be completed by the end of 2024.

On January 12, 2022, the District Advisory Committee (DAC) for NCPRD discussed the IGA and invited public comment. Participants expressed wide support and consensus for moving the project forward. A transcription of comments is included with this report.

BACKGROUND

NCPRD partnered with the City of Milwaukie in 2018-19 to develop a final design to complete Milwaukie Bay Park as a District-wide recreational waterfront. The design transforms 3.6 acres of underutilized and predominantly undeveloped land into places to play, rest and gather. Key features include: an amphitheater, nature play area, interactive water feature, plaza, a permanent alignment for the regional Trolley Trail, pathways, natural areas, public art and

restrooms. NCPRD engaged a broad and diverse range of over 1,300 community members in the District during the design phase, advanced a funding strategy to leverage local, regional, state, federal, private and other funds, and developed a process to build a preconstruction and construction services team in FY20-21. In FY 21-22 to date, the project team led by NCPRD has been detailing the design, updating cost estimates, and continuing to align the project with the planned funding package.

The park is identified as a high priority need in the 2004 NCPRD Master Plan and 2007 NCPRD Parks and Recreation System Development Charges (SDC) Update Methodology Report and Capital Improvement Plan. The City owns the park and NCPRD plans for, develops and manages the City's parks under a Cooperative IGA. The Cooperative IGA was created as part of the formation of the District in 1990, and last amended in 2020 to reflect the adoption of new bylaws for the District Advisory Committee (DAC).

Parallel to this IGA update, in November 2021 the NCPRD Board and City Council approved a separate IGA for Grant Administration, Construction, and Operation of Phase III of Milwaukie Bay Park. That agreement established roles and responsibilities between the City and NCPRD. It included a termination clause to protect both parties by ensuring that, if terminated, the terminating party would pay a prorated portion of the other party's development costs.

ATTACHMENTS:

1. Intergovernmental Agreement Between City of Milwaukie and North Clackamas Parks and Recreation District for Funding Construction of Phase III of Milwaukie Bay Park
2. Milwaukie City Council Resolution 55-2021 authorizing an updated IGA with NCPRD for Milwaukie Bay Park Phase III funding
3. District Advisory Committee (DAC) comments on the IGA, transcribed from the DAC Meeting of January 12, 2022

Respectfully submitted,



Michael Bork, Director
North Clackamas Parks and Recreation District

**INTERGOVERNMENTAL AGREEMENT BETWEEN
CITY OF MILWAUKIE AND NORTH CLACKAMAS PARKS AND RECREATION
DISTRICT FOR FUNDING CONSTRUCTION OF PHASE III OF MILWAUKIE BAY PARK**

THIS INTERGOVERNMENTAL AGREEMENT (“Agreement”) is made and entered into by and between the City of Milwaukie (“City”), a municipal corporation, and the North Clackamas Parks and Recreation District (“District”), a county service district formed under ORS Chapter 451, effective as of the last date of signature indicated below (“Effective Date”).

RECITALS

- A.** Milwaukie Bay Park (“Park”) is a city park in downtown Milwaukie owned by the City and operated and maintained by the District; and
- B.** City and District are in the process of finalizing the design of major improvements to the Park to be constructed as Phase III; and
- C.** The District Board has approved (May 2020) solicitation of a Construction Manager/General Contractor (“CMGC”) for preconstruction and construction of Phase III; and
- D.** Construction of Phase III in accordance with the final design is a substantial endeavor and when completed, will transform the Park into a regional asset; and
- E.** In order to facilitate such an endeavor, funds from several sources are required. If any portion of the funding is not received, Phase III of the Park will not be completed as currently envisioned.

NOW THEREFORE, it is agreed by and between City and District as follows:

TERMS OF AGREEMENT

- 1. Description of Agreement for transfer of existing City funds.** Upon the execution of a CMGC contract, the City shall transfer within 30 days \$250,000 approved by City Council for the Park to the District for its use in constructing Phase III of the Park. Upon the City’s execution of an intergovernmental agreement with Metro for City Local Share (funding from Metro 2019 bond measure), the City shall reimburse NCPRD within 60 days of each NCPRD reimbursement request for expenses incurred in the construction of Phase III of the Park, up to the total amount designated for the Park in the City’s Local Share IGA. The funds shall only be used as a portion of the funding to construct Phase III of the Milwaukie Bay Park. Should the additional funding described below not be received by the District in the amounts necessary to construct the full plan, or the modified plan after value engineering, by December 31, 2023, the funds shall be returned to the City and construction of Phase III of Milwaukie Bay Park will not begin.

2. The City and District agree funding for construction of Phase III of Milwaukie Bay Park shall consist of the following:

- a. City funds of \$250,000 as described above;
- b. \$750,000 of the City's Local Share allocation approved for the Park (funding from Metro 2019 bond measure);
- c. Local Government Grant Program Agreement committed to the Park of \$750,000 plus and additional amount of \$1,046,125 recommended by OPRD from the Land and Water Conservation Fund;
- d. Grants and other sources to reach full project funding based on the estimated project cost refined during design development. The estimated total project cost is \$9.6 million; this will be updated as the design is refined and funding agreements are executed, with a Guaranteed Maximum Price (GMP) to be set before the final set of Construction Documents is approved.
- e. The District agrees to commit minimum additional \$5,600,000 from NCPRD controlled fund sources to include but not limited to Local Share Grant funds, System Development Charges, and the District's general fund.
- f. If adequate funds are not received or committed by December 31, 2023 to construct the full plan the City and District will work together to value engineer the park construction and build the park with the funding identified in this Agreement.

3. Effective Date, Duration, and Termination. This Agreement shall become effective on the date all required signatures are obtained ("Effective Date") and shall continue until all funding is secured and the District is able to begin the Construction of Phase III of Milwaukie Bay Park or this Agreement is terminated. This Agreement can also be terminated by mutual written agreement by the City and District. The indemnity obligations set forth in Paragraph 7 shall survive termination.

4. Amendment Provisions. The terms of this Agreement may be amended by mutual agreement of the parties. Any amendment shall be in writing, shall refer specifically to this Agreement, and shall be executed by the parties.

5. Compliance with Applicable Law. City and District will comply with all federal, state and local laws, regulations, executive orders and ordinances applicable to the services provided under this Agreement. Without limiting the generality of the foregoing, City and District expressly agree to comply with (i) Title VI of the Civil Rights Act of 1964; (ii) Section V or the Rehabilitation Act of 1973; (iii) the Americans with Disabilities Act of 1990 and ORS 659.425; (iv) the Fair Labor Standards Act; (v) the Occupational Safety and Health Act of 1970; (vi) all regulations and administrative rules established pursuant to the foregoing laws; and (vii) all other applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations.

- 6. Indemnification.** Subject to the Oregon Constitution and the limits of the Oregon Tort Claims Act, each party agrees to indemnify, defend and hold harmless the other party and its officers, agents, employees and elected officials from any and all liability, loss, and cost, except for attorney's fees as described in paragraph 8 below, arising out of or resulting from the acts of their officers, agents, employees, and elected officials, including intentional or willful misconduct, in the performance of this Agreement.
- 7. Notice.** Any notice required or permitted to be given shall be given in writing, shall be effective when actually received, and may be given by email, hand delivery, or by mail delivery addressed to the parties as follows:

Milwaukie:

City Liaison
Kelly Brooks
10722 SE Main Street
Milwaukie, Oregon 97222
Email: brooksk@milwaukieoregon.gov

District:

District Liaison
Heather Koch
150 Beaver Creek Road
Oregon City, OR 97045
Email: HKoch@ncprd.com

These addresses may be changed by written notice to the other parties.

- 8. Attorney Fees.** In the event an action, lawsuit or proceeding, including appeal therefrom, is brought for failure to fulfill or comply with any of the terms of this Agreement, each party shall be responsible for their own attorney fees, expenses, costs and disbursements for said action, lawsuit, proceeding or appeal.
- 9. No Waiver.** The failure by any party to enforce any provision of this Agreement shall not constitute a waiver by that party of that provision or of any other provision of this Agreement.
- 10. Severability.** Should any provision or provisions of this Agreement be construed by a court of competent jurisdiction to be void, invalid or unenforceable, such construction shall affect only the provision or provisions so construed, and shall not affect, impair or invalidate any of the other provisions of this Agreement which shall remain in full force and effect.

11. Applicable Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Oregon.

12. Merger. This writing is intended both as the final expression of the Agreement between the parties with respect to the included terms and as a complete and exclusive statement of the terms of the Agreement. No modification of this Agreement shall be effective unless and until it is made in writing and signed by both parties.

13. Counterparts. This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

14. Binding Effect. This Agreement constitutes the entire agreement between City and District on the subject matter hereof. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Agreement. No waiver, consent, modification or change of the terms of this Agreement will bind either party unless in writing and signed by all parties and all necessary approvals have been obtained. Such waiver, consent, modification or change, if made, will be effective only in the specific instances and for the specific purpose given. This Agreement is personal to City and District and is not intended to confer upon any other person or entity any rights or remedies whatsoever.

The parties by execution of this Agreement, hereby acknowledge that each has the authority to sign and bind City and District respectfully and that each party shall be bound by its terms and conditions.

City of Milwaukie:

Mayor Mark Gamba

Date

North Clackamas Parks and Recreation District:

Chair Tootie Smith

Date

COUNCIL RESOLUTION No. 55-2021

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, AUTHORIZING AN UPDATED INTERGOVERNMENTAL AGREEMENT WITH THE NORTH CLACKAMAS PARKS AND RECREATION DISTRICT (NCPRD) FOR MILWAUKIE BAY PARK PHASE III FUNDING.

WHEREAS the city wishes to fulfill the community’s vision for Milwaukie Bay Park through the construction of a new play area, amphitheater, interactive water feature, picnic space, and plaza; and

WHEREAS the city has worked diligently since the 1990s to plan and construct multiple phases of improvements to the riverfront so that everyone can enjoy the beauty of the Willamette River; and in recognition of its unique position as a regional amenity offering unparalleled river access to the North Clackamas community and serving as a gateway to Clackamas County for visitors entering along highway 99E; and

WHEREAS the City Council previously allocated funds for the Milwaukie Bay Park project and approved a funding agreement with NCPRD, which has subsequently been revised; and

WHEREAS the city wishes to finalize its financial commitment to the Milwaukie Bay Park project so that NCPRD can move forward and identify the final resources needed to construct Milwaukie Bay Park.

Now, Therefore, be it Resolved by the City Council of the City of Milwaukie, Oregon, that the city manager is authorized to sign an intergovernmental agreement between the City of Milwaukie and NCPRD to fund construction of Milwaukie Bay Park Phase III. This authorization is rescinded if the NCPRD Board of Directors does not approve and execute an intergovernmental agreement committing to fund the project by June 1, 2022.

Introduced and adopted by the City Council on **November 2, 2021**.

This resolution is effective immediately.



Mark F. Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:



Scott S. Stauffer, City Recorder



Justin D. Gericke, City Attorney



**North Clackamas Parks and Recreation District
District Advisory Committee**

Wednesday, January 12, 2022

5:30 – 7:30 p.m.

Location: Virtually (via Zoom)

DAC Questions/Comments/Feedback on MBP Funding Agreement:

Anatta Blackmarr: I am supporting full funding for Milwaukie Bay Park, but a number of people, including myself, would like us to know that the celebration is set against a backdrop of disappointment that many district residents feel about other projects that may not make it to the finish line, or didn't make it yet to the starting line. Milwaukie Bay Park is a big step in the right direction, but the work isn't done until all areas of the district have sufficient, outstanding and imaginatively designed parks. When funding and design commitments have been made to the public, and then these commitments become uncertain, reducing the scope of the project should only be a last resource.

Grover Bornefeld: Is the \$58,000 in the June 2022 budget where it has already been approved? How did it get determined that 2/3 of the total metro money would go to a project that is in the most well served section of our parks district, as opposed to looking at the ones that are at risk?

Ryan Stee: I do think it's something we need to support. I do have a lot of question about funding. What it comes down to is we haven't done the planning as a district to get our ducks in a row to break down disparities. I fully support getting Milwaukie Bay Park project going and done. As a group we need to really be focused on the things we need do to make a difference in the long run. Those two main things are funding and good planning. I love that we are going to be seeing the budget in a more realistic term. I am looking forward to us really pushing as a group system planning.

Desi Nicodemus: The City of Milwaukie is fully behind support Milwaukie Bay Park. The longer this gets pushed back, isn't this going to cost us more money? As we keep talking about this, the price tag keeps increasing. The sooner we get this done, the less money it will cost us.

Ben Johnson: I appreciate Anatta's comment that she is fully in support of the funding mechanisms for this project, but also recognizing some of the issues that we have across the district. Even though this park is in Milwaukie, this park is special to everyone in our district and even those not in the district. This is a tremendous asset to our entire district.

Joel Bergman: Is this something that needs an action on it? I thought this was another opportunity to ask questions, and it sounds like staff would distill our comments to provide to the BCC. I just want to get some clarification on what is being expected of the DAC at this point. .

Gary Schmidt: The BCC is seeking input and recommendations from the DAC on the Milwaukie Bay Park funding agreement. They are not seeking a motion or any action from you other than your input, your advice. They would welcome your input tonight if you have it. There is no formal action you need to take for this. One of the BCC high priorities is build public trust through good government. Staff we failed you (community) because we promised to build MBP, and Concord,

and Library. We are going to make the commitments on all three. We will accomplish all three for the community.

Grover Bornefeld: This is a 46 million dollar project. This is being put on a definite hold. We've been promised before. Half the parks are in Milwaukie, and the other half of the parks are shared by the unincorporated.

Ryan Stee: This isn't us versus them. We're all one district. I think we need to be thoughtful about how we talk about our district as a group. Milwaukie is actually building other parks as well with their own funding mechanisms. That will put pressure on our entire maintenance system. We need to be thinking about all of these additional things in the future and planning for that.

Paul Savas: Funding for the library is not associated or the responsibility of NCPRD. Some misunderstanding of the financial condition of the district perhaps contributed to the slowdown of the NCPRD concord project. As we recalibrate and resort all of this out, what Mike displayed here today is the financial status that I thought we were in a year ago. I'm glad we cleared that up, that is good news.

Debrah Bokowski: just wanted to say I am totally supportive of the MBP project. It has been in development for a very long time. It's a great project. It's just unfortunate that we are dealing with delays and funding issues for other projects that I think are of equal importance. I just want to express my total support for it. It doesn't sound like the BCC is asking us to do anything. The BCC needs to move forward with this.

Maureen Thom: I think everything everybody has said is wonderful. I feel like we are in this little impoverished zone here. I am very interested where everything is going tonight.

Gary Schmidt: I'll tell you what I'm hearing from observing your meeting, it seems that there's almost unanimous support from Milwaukie Bay Park without a doubt and demonstrate that the Concord project is going to go forward as planned. As long as the staff can prove that to you all, go forward

Desi Nicodemus: From what I am hearing from Gary is we don't need us to vote on anything, you just need to hear from us that we support it. Can we open it up to public comment? There are a lot of people waiting to make public comment on this.

This presentation has been shortened to
focus on the Community Center component



Oak Lodge Library/Concord Community Center

PRESENTATION TO TASK FORCE, NCPRD DAC AND LIBRARY BOARD

JANUARY 20, 2022

Agenda

- Welcome
- Introduction/Purpose of Meeting
- Presentation of Options
 - Option 1 – Attached Library and Community Center (Master Plan/Schematic Design)
 - Option 2 - Attached Library with Reduced Scope Community Center
 - Option 3 - Freestanding Library and Reduced Community Center
- Comparison of Options
- Financing
- General Discussion
- Next Steps
- Wrap Up and Adjourn

COMPARISONS

Comparison – Site Development



OPTION 1



OPTION 2

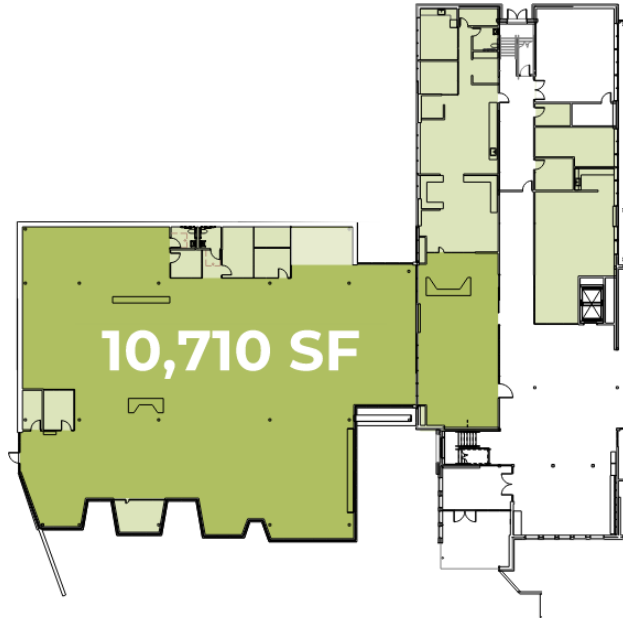


OPTION 3
SITE MASTER PLAN

OPTION 3

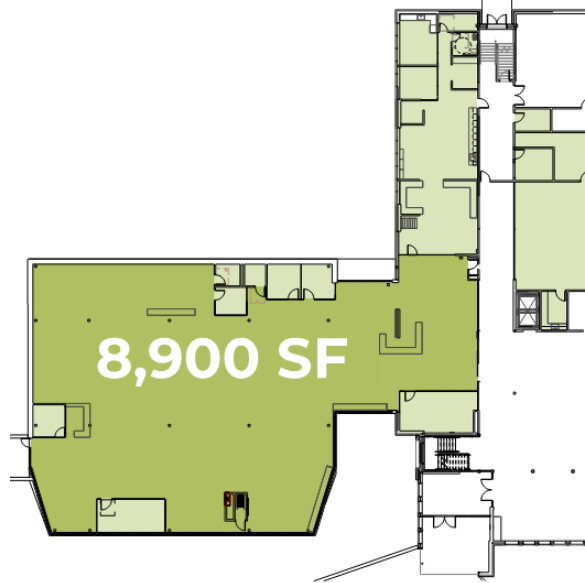
LIBRARY SEATING/ COLLECTION SIZE

Current Collection Size
53,000 - 56,000



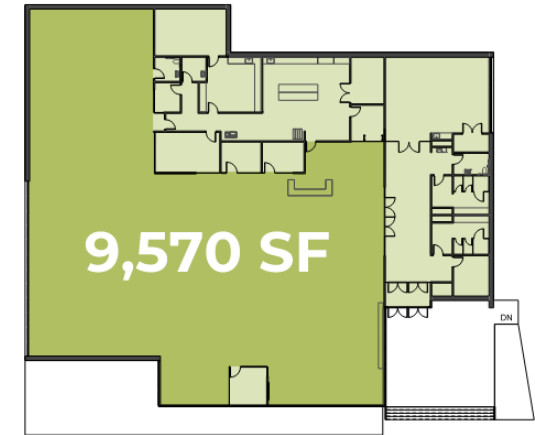
COLLECTION SIZE
approx **74,000** volumes

OPTION 1
19,950 SF



COLLECTION SIZE
approx **63,000** volumes

OPTION 2
17,000 SF

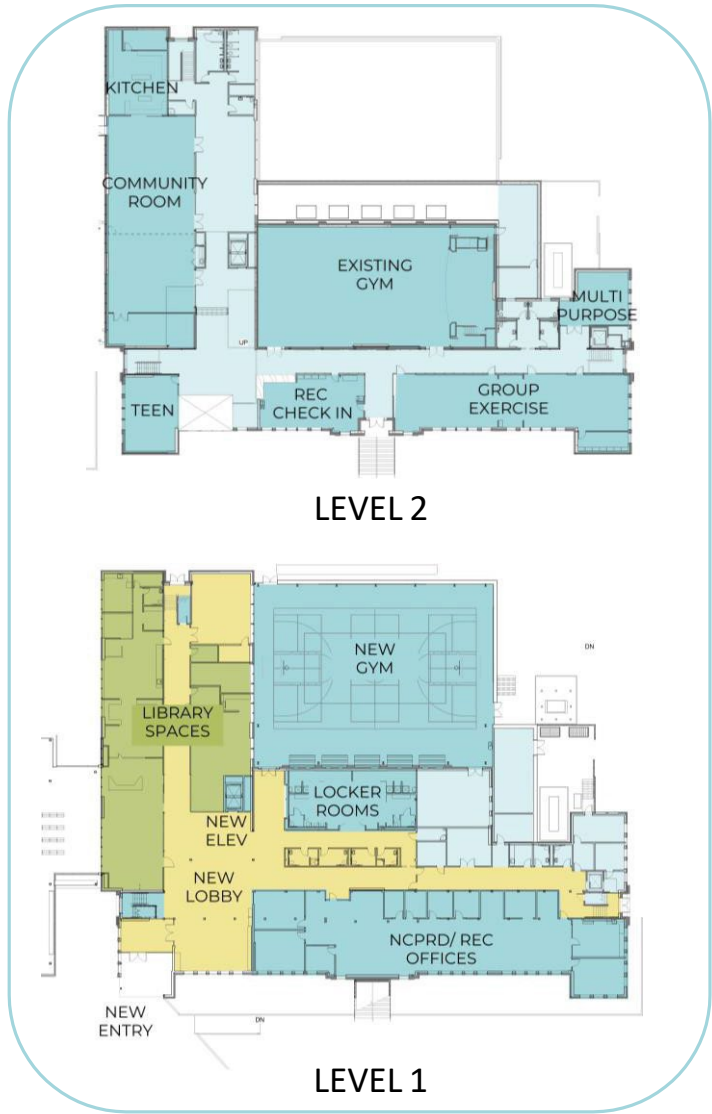


COLLECTION SIZE
approx **63,000** volumes

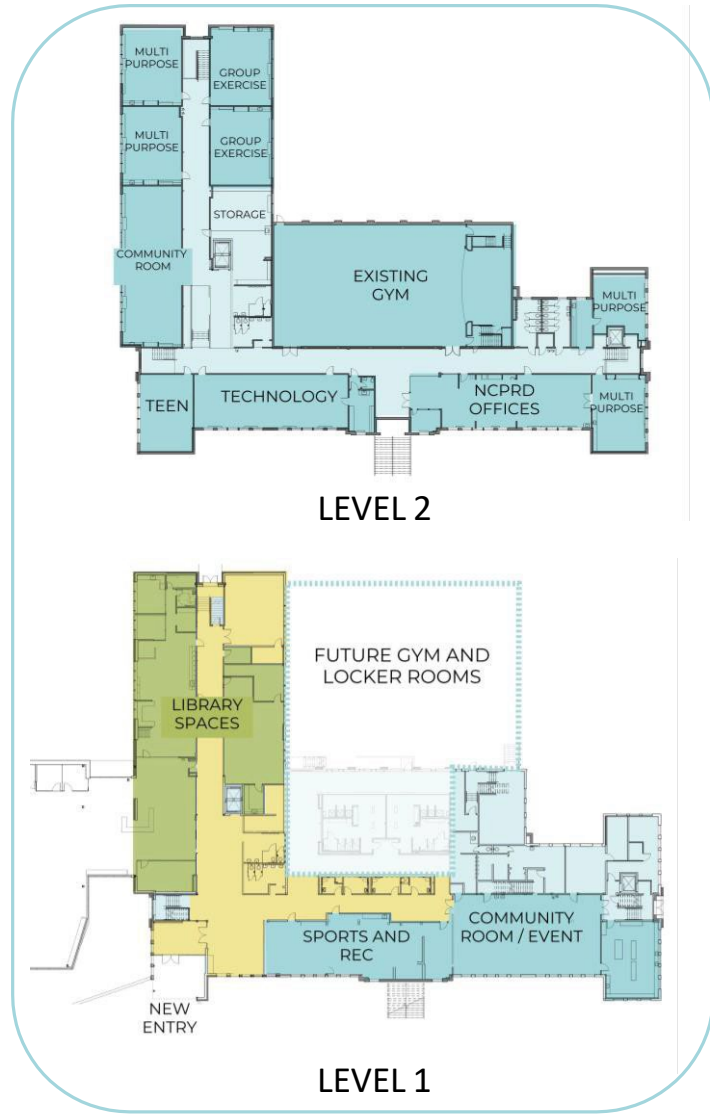
OPTION 3
15,000 SF

Comparison – Community Center

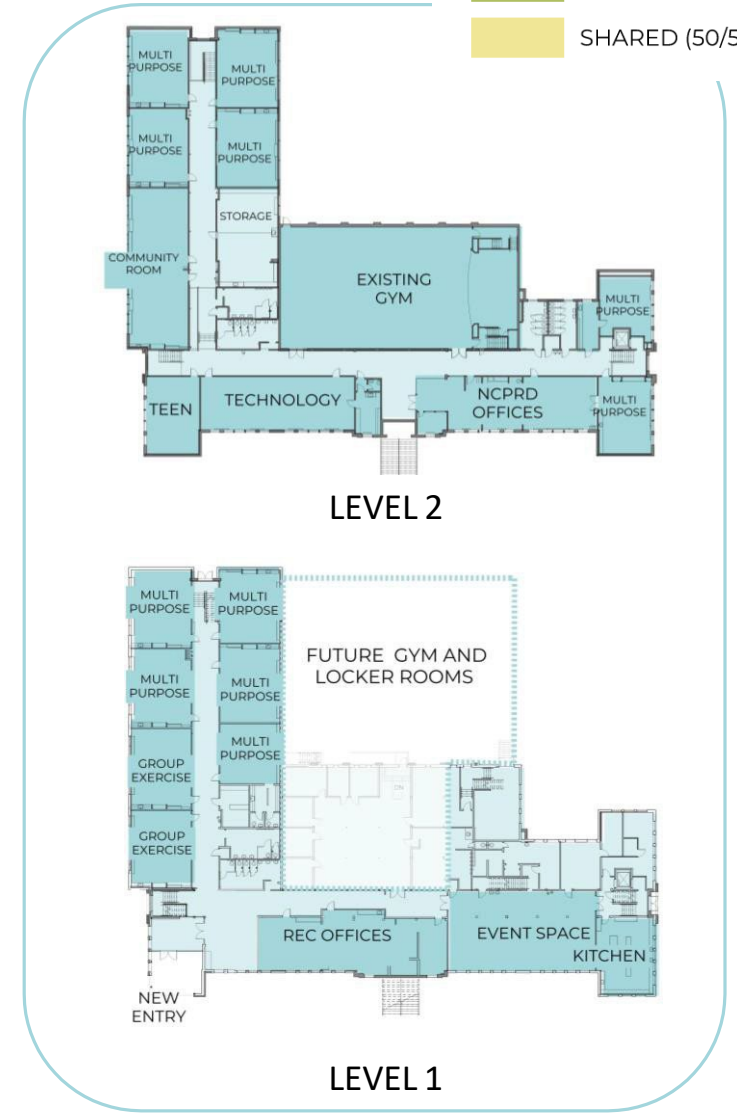
- COMMUNITY CENTER
- LIBRARY
- SHARED (50/50)



OPTION 1 - 44,720 SF



OPTION 2 - 36,800 SF



OPTION 3 – 44,700 SF

Library Comparison

	Option 1	Option 2	Option 3
General Collection	X	X	X
Children's Area	X	X	X
Teen Area	X	X	X
Lounge Seating Areas	X	X	X
Service Points	2	2	1
History Room	X	X	X
Friends of the Library Display	X	X	X
Study Rooms	4	3	3
Staff Offices	3	2	2
Staff Workstations	X	X	X
Staff Lounge	X	X	X
Restrooms	X	X	X
Multi-Purpose Room	X	X	X

COMMUNITY CENTER SPACE COMPARISON

NOTE:

Options 2 & 3 utilize existing layout with improvements

	Option 1	Option 2	Option 3
New Gym	X		
Recreation Check-In Counter	X		
Group Exercise Rooms*	X	X	X
Locker Rooms	X		
Community/Event Room*	X	X	X
Warming Kitchen	X	X	X
NCPRD Admin & Rec Offices	X	X	X
Multi-Purpose Rooms*	X	X	X
Teen Space*	X	X	X
Classrooms*	X	X	X
Major Remodel of All Spaces	X	Minor Remodel	Minor Remodel
New Accessible Entry*	X	X	Improvements
New Central Elevator*	X	X	
New, Accessible Restrooms at Level 1*	X	X	Improvements
MEP Upgrades (complete)	X	Partial	TBD
Seismic Upgrades (Complete)	X	Partial	TBD

*Priorities Identified during Master Plan

Park Space Comparison

	Option 1	Option 2	Option 3
New Playground	X	X	X
Open Play Field	X	X	X
Park Shelter (Add Alternate)	X	X	X
Walking Path	X	X	X
Fountain/ Splash Pad	X		

Financing

Library*

	Option 1	Option 2	Option 3
Cost	\$17.0 million	\$16.5 million	\$17.4 million
Available Funds	\$14.8 million	\$14.8 million	\$14.8 million
Gap	\$2.2 million	\$1.7 million	\$2.6 million

Community Center**

	Option 1	Option 2	Option 3
Cost	\$28.8 million	\$10.5-11.5 million	\$9.5-10.5 million
Available Funds	\$7.7 million	\$7.7 million	\$7.7 million
Gap	\$21.1 million	\$2.8-3.8 million	\$1.8-2.8 million

TOTAL GAP

\$23.3 million

\$4.5-5.5 million

\$4.4-5.4 million

Options 2 and 3 costs for the Community

Center are estimates at this time

* Library costs includes shared parking

** Com. Ctr costs includes park, play structure hardscape and shared parking

Available Funding

OAK LODGE LIBRARY

Library District Reserve for Oak Lodge	\$2.9M
Oak Lodge Capital Reserve	\$1.0 M
Oak Lodge Beginning Fund Balance	\$.75M
State ARPA Funds	\$.75M
General Fund Portion of Revenue Bond	\$7.3M*
Library Budget Portion of Revenue Bond	<u>\$2.1M**</u>
Total	\$14.8M

* \$527,484 yearly payment

** \$151,884/yearly payment

NCPRD COMMUNITY CENTER

	<u>Original Funding</u>	<u>Available Funding</u>
General Fund Reserve	\$1.8M	\$0.0M
Property Sale Proceeds	\$5-9M	\$4.5M
SDC's	\$2.4M	\$2.4M
Grants	\$2.0M	\$0.5M
Library Proceeds	\$0.3M	\$0.3M
NCPRD Portion of Rev. Bond	<u>\$9.5M</u>	<u>\$0.0M</u>
Total	\$21-23M	\$7.7M

Projected Timeframes

Option 1 (33 months)

Design Duration = 9 months

Permit Approval = 6 months

Construction Duration = 18 months

Option 2 & 3 (33 months)

Design Duration = 11 months

Permit Approval = 6 months

Construction Duration = 16 months

**Important: ARPA \$ designated for this project by
Rep. Power must be spent by 6/2024 or we will lose them**



Concord Community Center

NCPRD FUNDING COMPARISON

FOR DISCUSSION AT MARCH 15, 2022 TASK FORCE MEETING

N CPRD Funding Comparison



Funding Sources	Original Funding (millions)	Assumptions	Current Funding (millions)	Status
N CPRD General Fund	\$1.8		\$0-2	N CPRD has identified approximately \$2.0 million in their general fund that could be transferred. Note: requires N CPRD Board approval.
Property Sale Proceeds	\$5-7	Would have to sell Hood View, Justice & Vogel	\$4.5	Have Hood View proceeds (\$3 million); will need to explore other properties.
SDC's	\$2.4		\$2.4	No change
Grants	\$2.0	Metro Local Share Grant + Land & Water Cons. Fund, Local Gov. Grant Program	\$0.5	Project not eligible for Metro grant (\$1 m); will apply for LWCF and LGGP but no guarantee of funding
Library Proceeds	\$0.3		\$0.3	No change
Revenue Bond	\$9.5	N CPRD fund for a few years and go out for a GO bond	\$0.0	Revenue bonds are typically repaid by project operating revenues. This project will not generate sufficient revenue to repay such a bond for twenty years. Going out for a GO bond for just this project is risky as it would require voter approval by the entire district for this facility. (See slide on GO bond.)
Total	\$21-23 million*		\$7.7-9.7 million**	**Higher amount if N CPRD Board approves general fund investment

*Compared to original estimate of \$23.8 m (\$0.8-\$2.8)

**Compared to CMGC estimate of \$28.8 m (\$5.8-7.8)



Revenue Bonds

Revenue bonds have a different method of repayment than general obligation (GO) bonds:

- GO bonds rely on taxation
- Revenue bonds are guaranteed by specific revenues generated by the issuer

The most common issuers of revenue bonds are:

- Transportation systems
- Hospitals
- Power, sewer and water systems
- Other local authorities that generate revenues from providing public services

GO Bonds

GO bonds *require voter approval*

- A successful election needs to clearly articulate *how the dollars will be used* and the *benefits to taxpayers*.
- Since voter approval is a challenge, GO bonds typically include a *list or package of projects* rather a vote for each individual project.

The success of a GO bond election depends on a *solid plan* with *clearly defined projects* that have been identified as *community priorities*.



GO Bonds and NCPRD

NCPRD does not have an updated capital improvement plan (CIP) or Comprehensive Plan.

A ***thorough public process*** is critical to update the CIP and Comprehensive Plan.

Staff are:

- Beginning work on a systems plan that will include a CIP component and identify NCPRD priorities
- Preparing a system development charge (SDC) methodology update that also could impact future capital projects

It will take ***2.5 to 4 years*** to develop the necessary information/input to prepare for a GO bond and hold an election.



March 28, 2022

Board of North Clackamas Parks and Recreation District

Members of the Board:

**APPROVAL OF REVISED
MILWAUKIE COMMUNITY CENTER ADVISORY BOARD (MCCAB) BYLAWS**

Purpose/Outcome	Recommendation to approve revised Milwaukie Community Center Advisory Board Bylaws, noting the name change of the Milwaukie Center to the Milwaukie Community Center and revised the number of elected board members due to the withdrawal of the City of Happy Valley.
Dollar Amount and Fiscal Impact	There is no financial impact to the budget.
Funding Source	N/A
Duration	Bylaws would remain active indefinitely unless revised by Milwaukie Community Center Board, NCPRD Board or by Board of County Commissioners.
Previous Board Action/Review	There has been no previous Board discussion or action.
Strategic Plan Alignment	<p>1. How does this item align with your department's Strategic Business Plan goals? Board members along with NCPRD staff identify priorities and the needs of the Milwaukie Community Center's district members. NCPRD provides parks and recreational programs to the senior's, adults and youth of the community. It is the Milwaukie Community Center Advisory Board's mission to support these services.</p> <p>2. How does this item align with the County's Performance Clackamas goals? Ensures that the name change of the Milwaukie Community Center reflects and acknowledges the "Community" needs. Additionally, assures the public that all board member applicants are vetted through an evaluation process ensuring County policies, decisions, and board deliberations will be equitable, inclusive and transparent.</p>
Counsel Review	<ol style="list-style-type: none"> 1. Date of Counsel Review: 3-28-2022 2. Initials of County Counsel performing review: JM
Procurement Review	<ol style="list-style-type: none"> 1. Was the item process through Procurement? No

	2. If no, provide brief explanation: These are bylaws with revisions addressing the Milwaukie Community Center name change and the number of board member attendees.
Contact Person	Marty Hanley, Milwaukie Community Center, Supervisor.
Contract No.	N/A

BACKGROUND:

The MCCAB was established on August 20, 1992 by an Intergovernmental Agreement between North Clackamas Parks and Recreation District and the City of Milwaukie.

It is the MCCAB’s duties to address the programs and facilities of the Milwaukie Community Center. The MCCAB concentrates on the desires and needs of the seniors, adults and youth within the boundaries of NCPRD; making decisions regarding capital improvements, programs, maintenance, and operational policies to be approved by the Milwaukie City Council (deed holders to the property and facilities) and the NCPRD Board.

During the annual budget process, the MCCAB will provide budget recommendations for the operation and maintenance of the Milwaukie Community Center, and in addition, the MCCAB will identify and prioritize capital projects and provide project recommendations to the NCPRD Board.

The MCCAB has updated the MCCAB Bylaws to include the updated name of the Milwaukie Community Center and revised the number of elected board members due to the withdrawal of the City of Happy Valley. The removal of the City of Happy Valley from NCPRD eliminates one seat appointment, adjusting the former MCCAB Bylaws requirement of twelve members to eleven members.

RECOMMENDATION: To approve revisions to Milwaukie Community Center Advisory Board Bylaws.

ATTACHMENTS:

1. MCCAB Bylaws.

Respectfully submitted,

Michael Bork, Director
North Clackamas Parks and Recreation District

North Clackamas Parks and Recreation District
Milwaukie Community Center Advisory Board
BYLAWS

Article I. Name

The name of this board is the Milwaukie Community Center Advisory Board (MCCAB)

Article II. Purpose, Authority, and Duties

- A. The purpose of this Board is to be the primary policy advisor with regards to the Activities and operations of the Milwaukie Community Center. The Board will advise the North Clackamas Parks and Recreation District (NCPRD), Milwaukie City Council, Board of County Commissioners (BCC) and Milwaukie Center staff regarding Milwaukie Center needs.
- B. The MCCAB was established in the August 20, 1992 Intergovernmental Agreement between North Clackamas Parks and Recreation District and the City of Milwaukie.
- C. The MCCAB's duties include addressing the programs and facilities of the Milwaukie Center concentrating on the problems, desires and needs of the seniors, adults and youth within the boundaries of NCPRD; making decisions regarding capital improvements, programs, maintenance, and operation policies to be approved by the Milwaukie City Council (deed holders to the property and facilities) and/or the NCPRD Board.
- D. During the annual budget process, the MCCAB will provide budget recommendations for the operation and maintenance of the Milwaukie Center, and in addition, the MCCAB will identify and prioritize capital projects and provide project recommendations to the NCPRD Board. The recommendations for maintenance and operations, and capital improvements shall be reviewed by the NCPRD Board, who will then forward their recommendations to the NCPRD Budget Committee. The NCPRD Budget Committee will then submit recommendations to the BCC for the final decision.

Article III. Membership

- A. The MCCAB shall consist of eleven members.
- B. Of the eleven MCCAB members, there will be representation of one member appointed by the City of Milwaukie. The MCCAB and NCPRD Board agree to recommend to the BCC for approval the individual nominated by the City of Milwaukie city council to fill the City representative seat. The BCC agrees to appoint the individual nominated by the city council unless there is good cause for rejecting the nomination.

- C. All MCCAB applications for any at-large board positions may be made directly to the MCCAB. The MCCAB members will be recommended by the MCCAB and NCPRD Board and appointed by the BCC. Members must either live or work within the District boundaries. If eligibility of a board member changes during the term, the member may choose to finish their term. No member may be a NCPRD employee, City of Milwaukie officer, agent or employee.
- D. Terms are for a period of three years. Board terms will be staggered with terms ending in October of each year. Board members shall serve no more than two consecutive full terms. The body which appointed a particular MCCAB member may waive this limitation if it is in the public interest to do so.
- E. Vacancies are filled in the same manner as the original appointments and for the unexpired term of the vacant position.
- F. Upon failure of any member to attend two consecutive meetings without a valid excused absence, the MCCAB may recommend termination of that appointment to the governing body which made the appointment, and that governing body may remove the incumbent from the Board and declare the position vacant to be filled in the manner of a regular appointment. A valid excused absence requires that the MCCAB member notify a MCCAB officer or Milwaukie Center staff prior to the meeting to be missed except for the case of an emergency.
- G. All MCCAB members shall serve without compensation.

Article IV. Officers and Staffing

- A. Officers. The officers consist of a chair person, vice chairperson, and secretary who shall be selected by the MCCAB membership by simple majority vote and who shall serve at the pleasure of the membership for one year. Elections shall be held yearly in June. Officers may be re-elected.
- B. Chair person. The chair person shall have general supervisory and directional powers over the Board. The chair person shall preside at all Board meetings, set Board agendas, and establish committees and appoint committee chair persons. The chair person shall also be an ex-officio member of all subcommittees and shall be the sole spokesperson for the Board unless this responsibility is delegated in writing.
- C. Vice Chair person. The vice chair person shall execute all powers of the chair person in the absence of the chair person as well as the secretary in the absence of the secretary.

- D. Secretary. The secretary shall keep records of all Board meetings, correspondence, and related documents.
- E. Temporary Appointments. The chair person may fill a vacancy in any office by a temporary appointment not to exceed two regular meetings. An election by the MCCAB must be held by the third meeting to fill the vacancy and that member so elected shall serve for the remainder of the term of that office.

Article V. Organizational Procedures

- A. The MCCAB shall meet at least once each month (a “regular meeting”). All members shall be subject to the requirements of the Oregon Public Meetings Law and Public Record Law.
- B. Special meetings may be called by any two officers. Only business specified in the agenda for the special meeting may be considered.
- C. Fifty-one percent of the voting membership of the MCCAB shall constitute a quorum. The concurrence of a majority of the MCCAB members present shall be required to decide any matter.
- D. Bylaws may be amended at any regular MCCAB meeting providing written notice of the proposed amendment is submitted at a prior, regular meeting. In order to be effective such amendments must also first be approved by the NCPRD Board. No amendment shall be effective until it is approved by the BCC.
- E. The parliamentary authority for this board is Robert’s Rules of Order Revised except where superseded by these bylaws or local, state or federal laws.

Adopted 8/9/96 by Center/Community Advisory Board Adopted 9/3/96 by City of

Milwaukie City Council Adopted 8/29/96 by District Parks Advisory Board

Revised and adopted 2/13/09 by Center/Community Advisory Board

Adopted 3/09 by the District Parks Advisory Board

Revised and adopted 6/13/14 by Milwaukie Center/Community Advisory Board

Revised October 8, 2021 by Milwaukie Community Center Advisory Board

Approved revisions 02/11/2022 by Milwaukie Community Center Advisory Board



NORTH CLACKAMAS
PARKS & RECREATION DISTRICT

Administration

Michael Bork, Director
North Clackamas Parks and Recreation District
150 Beaver Creek Road
Oregon City, OR 97045

TO: NCPRD Board of Directors
FROM: Michael Bork, NCPRD Director
DATE: March 30, 2022
RE: District Advisory Committee Recruitment

Distinguished members of the NCPRD Board,

There will be four vacancies to the District Advisory Committee as of July 1, 2022. Two of these vacancies are due to resignations, and two positions will be open due to terms expiring. Representatively, these vacancies are in sub-areas one, three (2 vacancies), and sub-area four. The District Advisory Committee By-laws, adopted 10/26/2020, include details of how to fill vacancies and resignations within the body, which is in-line with how most recruitments are performed through and in conjunction with Public and Government Affairs.

In February 2021, the District Advisory Committee Task Force presented a document at a Policy Session to the NCPRD Board, which outlined the process to recruit the first members of the DAC. The intent of the District Board at the time was to use this temporary process until the DAC was formed then the DAC could revise the DAC bylaws to accommodate this recruitment approach. The DAC bylaws have not yet been updated.

Does the District Board wish to use the February 2021 recruitment process or follow the existing DAC bylaws to the letter, until the bylaws are updated?

Thank you.

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>
--

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).

- 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.

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.

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 community-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.

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.

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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?

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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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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 community engagement transition.

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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

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- 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.
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- 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

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- 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).

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.

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?

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RE: Suggested Job Description DRAFT - January, 2021

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- 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?

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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

**North Clackamas Parks and Recreation District Advisory Committee
BYLAWS**

ARTICLE I

NAME. The name of this Committee is the North Clackamas Parks & Recreation District Advisory Committee (DAC)

ARTICLE II

BOUNDARIES. The boundaries of the District shall be the same as those redrawn after the withdrawal of the City of Happy Valley and as depicted in Attachment A and titled NCPRD Boundaries and Advisory Committee Sub-Areas Map and dated October 28, 2020. The Boundaries of subareas 1, 2, 3, 4 and the city of Milwaukie shall be as depicted in Attachment A.

ARTICLE III

PURPOSE. The purpose of the DAC is to advise the Board of Directors of the North Clackamas Parks & Recreation District (NCPRD) on the acquisition, design, planning, and development of parks and recreation facilities within the District, and to advise the Board of Directors on programs, maintenance, and operations; to meet with the Board of Directors once yearly; and to review and provide input prior to the publication of the NCPRD annual report.

GOALS. The goals of the DAC are as follows:

- a) To evaluate and address the programs and facilities of the NCPRD concentrating on the annual work plan that addresses challenges, desires, and needs of all district residents.
- b) To make policy-level recommendations regarding acquisitions, assets, capital improvements, programs, maintenance, and operations to be approved by the Board of Directors.
- c) To provide recommendations during the annual budget process for the acquisition, development, operation and maintenance of the NCPRD facilities and programs. In addition, the DAC will identify and prioritize necessary capital projects and provide project recommendations to the Board of Directors. The recommendations for maintenance and operations, and capital improvements shall be reviewed by the District Budget Officer, who will then forward their recommendations to the North Clackamas Parks & Recreation Budget Committee. The North Clackamas Parks & Recreation Budget Committee will then submit recommendations to the Board of Directors.

ARTICLE IV

MEMBERSHIP. The DAC shall consist of eleven (11) members. The Board of Directors shall appoint all members. Membership shall not be limited by race, creed, color, gender, age, heritage, religion, national origin, or income. Membership should reflect the economic, social, demographic, and cultural diversity of the entire District. All members must be residents of the District.

- a) The 11-member board representation will be as follows:
 - i) 2 members from the City of Milwaukie;
 - ii) 2 members who are residents of unincorporated sub-area 1 within the District depicted on Attachment A;
 - iii) 2 members who are residents of unincorporated sub-area 2 within the District depicted on Attachment A;
 - iv) 2 members who are residents of unincorporated sub-area 3 within the District depicted on Attachment A;
 - v) 2 members who are residents of unincorporated sub-area 4 within the District depicted on Attachment A; and
 - vi) 1 member from a District community center advisory board(s).
- b) The Board of Directors may appoint one of its members as a non-voting liaison to the DAC.
- c) The composition of the DAC is based on the boundaries and populations depicted in Attachment A, and will be revisited and may be adjusted every four years, or in the event of significant District boundary changes or major population changes, or at the discretion of the DAC.
- d) Terms are for a period of four (4) fiscal years, beginning on July 1st of the first fiscal year and ending on June 30th of the fourth fiscal year. Committee member terms will be staggered among the eleven DAC members. At the end of each initial term, DAC members, other than those appointed under (a)(i) and (vi) above, and who wish to continue their service for a second term, will need to participate in the recruitment process used to fill vacancies and may be reappointed by the Board of Directors. The representatives appointed under subsections (a)(i) – (vi) above, may serve a maximum of two consecutive terms. Representatives may reapply for vacancies on the committee following a four (4) year break in service (one full term).
- e) All sub-areas may choose to reappoint their designees, or submit new representatives for Board of Directors' approval. New designees will be recruited and nominated by a sub-area nominating committee located within that particular sub-area, and if no such committee exists at the time of the recruitment, then from a committee composed of 2 members of Clackamas County staff, 2 members of the DAC, and 2 members of Community Planning Organizations or other community groups located within the particular sub-area. All members to be appointed by the Board of Directors.

- f) A vacancy occurs when any member of the DAC dies, resigns, is removed, has more than three (3) unexcused absences from meetings during a fiscal year, or no longer is a resident of the District. Upon failure of any member to attend three consecutive meetings without a valid excused absence, the DAC may recommend termination of that appointment to the Board of Directors, and the Board of Directors may remove the incumbent from the DAC and declare the position vacant. A valid excused absence requires that the DAC member notify a DAC officer or a District staff member prior to the meeting to be missed, except for the case of an emergency. Vacancies are filled in the same manner as initial appointments and for the unexpired term of the vacant position.
- g) All DAC members shall serve without compensation.

ARTICLE V

OFFICERS & STAFFING. The officers and staffing of the DAC shall include the following:

- a) **Chairperson.** The Chairperson shall preside over all DAC meetings, assist the NCPRD Director with setting the DAC Meeting agendas, and establish committees and appoint committee chairpersons. The Chair will serve as the DAC representative in meetings with the Board of Directors or at various community meetings when appropriate. The Chair will also serve as the official spokesperson for the DAC whenever there is an issue or statement required when it is appropriate for the DAC to make that response or statement.
- b) **Vice-Chairperson:** The Vice Chairperson shall execute all powers of the Chairperson in the absence of the chairperson;
- c) **Secretary:** The Secretary shall maintain minutes and attendance records of business meetings. Additionally, the Secretary will initiate the recruitment process to fill vacancies upon term expirations. The Secretary position is neither elected nor appointed but rather filled by NCPRD staff.
- d) **Board of Directors Liaison:** The Board of Directors may elect to appoint a liaison/liaisons to the DAC in an ex-officio capacity with no voting powers or rights but who has the authority to speak on behalf of the Board of Directors and to participate in discussions about actions under consideration for recommendation to the Board of Directors. The liaison is present as a representative of the Board of Directors and not in their individual capacity.

SELECTION OF OFFICERS. The officers shall be selected by the DAC membership by simple majority vote. Elections shall be annually as the first order of business at the first DAC meeting of the fiscal year in July. The outgoing Chair will conduct the election, and immediately following results, turn the meeting over to the newly elected Chair. The DAC

shall provide the County Public and Government Affairs Department with a current list of officers.

TERM OF OFFICE. The term of office for all officers shall be one (1) year, the officer shall continue to serve until a successor is elected to that office. Officers may be re-elected and may serve a maximum of two consecutive terms.

VACANCIES. A member may be elected as an officer to fill a vacancy and shall serve the remainder of the unexpired term and until a successor is elected.

ARTICLE VI

MEETINGS. The DAC may hold regular meetings monthly. All meetings shall be subject to the requirements of the Oregon Public Meetings Law.

Special meetings may be called by any two DAC Members and an Officer. Only business specified in the agenda for the special meeting may be considered. Notice of all meetings shall be provided as required by ORS 192.640 of the Oregon Public Meetings Law. Minutes of all meetings shall be kept and shall be available for public inspection as required by Oregon Public Meetings Law. A copy of all meeting minutes shall be provided to the County Public and Government Affairs Office.

QUORUM and VOTING. A quorum shall be present at a meeting in order for the DAC to transact business. A quorum consists of six (6) members, which is a majority of all members of the DAC. A vacancy on the DAC does not affect the quorum requirements. The concurrence of a majority of the DAC members present shall be required to decide any matter.

RECORDS. All records of the DAC shall be subject to disclosure except as allowed by exemptions of the Oregon Public Records Law.

ARTICLE VII

HEARING PROCESS AND PROCEDURE. The principles of parliamentary rules of procedures such as Robert's Rules of Order shall govern proceedings at any meeting of the DAC. The Chair shall be guided by these principles in deciding any procedural questions. The Chair's decision on procedural matters may be overruled by a majority of the members voting on the question. The DAC may establish a more detailed hearing process and procedure to provide for an orderly process for holding a public hearing. All meetings shall comply with the Oregon Public Meetings Law.

ARTICLE VIII

COMMITTEES. The DAC may from time to time create committees as required to promote the purposes and objectives of the DAC. A Chairperson for each committee shall be selected by the DAC Chairperson.

ARTICLE IX

AMENDMENTS. These bylaws may be amended at any regular DAC meeting provided written notice of the proposed amendment is submitted at a prior, regular meeting. In order to be effective such amendments must also be approved in writing by County Counsel and further submitted to the Board of Directors for final approval. The DAC may not amend Article IV Membership in any way that differs with the requirements of the IGA between NCPRD and the City of Milwaukie.

The amended bylaws shall supersede all previous bylaws and become the governing rules for the DAC.