CORVALLIS
CITY COUNCIL WORK SESSION

June 9, 2014
7:00 pm

Madison Avenue Meeting Room
500 SW Madison Avenue

COUNCIL ACTION

I. ROLL CALL

II. UNFINISHED BUSINESS

A. Public Participation Task Force Recommendations

III. ADJOURNMENT

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A Community That Honors Diversity

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City of Corvallis Public Participation Task Force

Final Recommendations

May 22, 2014

PUBLIC PARTICIPATION TASK FORCE

Community member volunteers:
Kent Daniels, Chair
Annette Mills, Vice Chair
Emily Bowling
George Brown
Lee Eckroth
Becki Goslow
Rocio Muñoz
Brenda VanDevelder

City Council volunteers:
Councilor Penny York
Councilor Richard Hervey

Staff volunteer:
Mary Beth Altmann-Hughes

TABLE OF CONTENTS

I. DEFINITIONS AND ACRONYMS

II. CITY COUNCIL GOAL AND CHARGE TO TASK FORCE

III. GUIDING PRINCIPLES FOR PUBLIC ENGAGEMENT

IV. BOARDS AND COMMISSIONS

V. ACCESS AND OPPORTUNITIES

VI. NEIGHBORHOODS

VII. COST IMPLICATIONS

APPENDICES:
I. Research process
II. Current Board and Commission cost estimates
III. Board and Commissions Survey Summary
IV. Neighborhood Groups Survey Summary
V. Board and Commission Changes/ Options Chart
VI. Example of suggested minute taking format and orientation
VII. Annual Report and Work Plan Template
VIII. Themed comments from PPTF Public Meeting #2

I. DEFINITIONS

Advisory Board—A standing committee of community residents, appointed by the Mayor, to provide advice and information to the City Council on a specific topic of city relevance.

City Council Liaison—(see City of Corvallis, Council Policy Manual 2.08.010.) A City Councilor appointed by the Mayor to serve as a liaison to a City advisory board, commission, or task force for a specific time period. Council liaisons serve to establish two-way communication conduits between the full City Council and the groups. In most cases, liaisons are not voting members but information-sharers for the City Council.

City Council Standing Committee—permanent committees that address the range of issues coming to the City Council for consideration. Committees are: Administrative Services, Human Services, and Urban Services and consist of three Councilors each.

Commission—A standing committee to which the City Council has delegated decision-making authority, such as the Planning Commission and Historic Resources Commission.

Community Involvement and Diversity Advisory Board (CIDAB)—A potential advisory board, recommended in response to City Council Charges 1b, 1c, 1d, 7, and 8. Would include functions of current Committee for Citizen Involvement, responsibilities to work with neighborhoods and other duties.

Departmental Advisory Committee—An ongoing administrative or technical committee appointed by City department directors to work with city staff on matters involving specialized expertise or a very specific area of concern. (See page 22.)

Registered Neighborhood Group (RNG)—an organized group of neighbors, including but not limited to neighborhood associations, that shares interest in their neighborhood's quality of life. RNGs would be officially registered with the City. (See Section VI.)

Sunsetting—the process by which the City Council reviews most advisory boards to ascertain whether or not they should continue to function.

Task Force—A committee formed to achieve a particular goal with a specific charge, usually serving for a limited time. Often established by City Council resolution, usually appointed by the Mayor, but sometimes established and appointed by department heads or staff.

ACRONYMS

AAB	Airport Advisory Board
AC	Airport Commission
AC	Appeals Commission
ACC	Arts and Culture Commission
ACAB	Arts and Culture Advisory Board
A/DAC	Airport Departmental Advisory Committee
BA	Board of Appeals
BC	Budget Commission
BPAB	Bicycle and Pedestrian Advisory Board
BPAC	Bicycle and Pedestrian Advisory Commission
CACOT	Citizen Advisory Commission on Transit
CAMPO	Corvallis Area Metropolitan Planning Organization
CIDAB	Community Involvement and Diversity Advisory Board
CIP	Capital Improvement Program
CIP/DAC	Capital Improvement Program Departmental Advisory Committee
CBUF	Civic Beautification and Urban Forestry
CBUF/DAC	Civic Beautification and Urban Forestry Departmental Advisory Committee
CMLK	Commission for Martin Luther King, Jr.
CCI	Committee for Citizen Involvement
CPRAB	Community Police Review Advisory Board
CPRB	Community Police Review Board
DAB	Downtown Advisory Board
DAC	Departmental Advisory Committee
DC	Downtown Commission
EDAB	Economic Development Advisory Board
EDC	Economic Development Commission
HCDAB	Housing and Community Development Advisory Board
HCDC	Housing and Community Development Commission
HRC	Historic Resources Commission
LDHB	Land Development Hearings Board
LDHC	Land Development Hearings Commission
MLKAB	Martin Luther King, Jr. Advisory Board
MTAB	Multi-Modal Transportation Advisory Board
PASC	Public Art Selection Commission
PC	Planning Commission
ODOT	Oregon Department Of Transportation
OSU	Oregon State University
PNARB	Parks Natural Areas and Recreation Board
PNARAB	Parks Natural Areas and Recreation Advisory Board
PPTF	Public Participation Task Force
RNG	Registered Neighborhood Group
TAB	Transit Advisory Board
WMAC	Watershed Management Advisory Commission
WM/DAC	Watershed Management Departmental Advisory Committee
WSAB	Water Systems Advisory Board

II. CITY COUNCIL'S GOAL AND CHARGE TO THE PUBLIC PARTICIPATION TASK FORCE (PPTF)

GOAL: *"By December 2014, the Council will revise its processes and structures in to a more effective and efficient citizen engagement program to develop diverse future leaders, enhance communication between citizens and the Council, help connect citizens to each other to strengthen community and neighborhoods, and utilize the expertise of citizen volunteers in solving community problems."*

CHARGE TO TASK FORCE:

Issues to be studied and deliberated:

1. Number and scope of boards and commissions
   a. Identify areas of duplication between existing boards and commissions.
   b. Identify boards and commissions whose areas of study are so small or narrow that they could be incorporated into another related group or community organization.
   c. Identify significant areas of City Council responsibility where the Council doesn't receive systematic citizen advice. Include gaps in the board and commission system that would benefit from a change in the scope of a current group or the formation of a new group.
   d. Suggest how to combine, divide or otherwise reorganize these groups so that they are as effective and efficient as possible.
2. The formation, evaluation, revision and sunset process
   a. What criteria should the City Council use to determine if a new board or commission should be created?
   b. Consider how best to define and evaluate effective board and commission operations and outcomes.
   c. Consider how to balance the roles of boards and commissions as well-informed and neutral advisors to the Council as opposed to advocates for a particular point of view.
   d. What criteria should the Council use to make significant changes in one or more boards or commissions?
   e. Consider revising the process and/or developing criteria to guide Council decisions about ending boards and commissions.
   f. How should the effectiveness of staff support be evaluated?
3. Relationship with City operating departments
   a. The relationships between individual boards and commissions and the related operating department vary greatly. What should the relationships be?
4. Council liaison role
   a. What should the role of the City Council liaison be?
5. Opportunities to advise the City Council
   a. Is access available to all citizens to give thoughtful input and advice to the City Council through the board and commission system? If not, are there ways to im-

prove the board and commission system for better access?
b. Is there adequate access to citizens to advise the Council through means other than the board and commission system? If not, suggest methods of improvement.

6. Cost factors
   a. It is important to ensure that decisions are timely; citizens feel that their efforts are meaningful, and city resources are used well. Identify ways to streamline or reduce the use of staff support.
   b. Identify ways to maximize the use of citizen volunteers.
7. Committee for Citizen Involvement
   a. Is the current configuration of this group the most effective means of addressing the Oregon Land Use System Goal One? If not, how might this goal be better met?
8. Neighborhood associations
   a. Neighborhood associations provide opportunities to build community and address issues that affect residents of particular geographical areas of the city. Does the City's public participation system adequately encourage neighborhood engagement and neighborliness? If not, identify methods for improvement."

COMMENT ON THE CHARGE:
Throughout our recommendations, we refer to the impact on effectiveness and efficiency according to the definition provided by City Council:

- '**Effectiveness**' means improved communication between residents and appointees with the Council and staff in ways that result in better, more informed decision making.
- '**Efficiency**' means purposeful and limited use of city resources, including staff time, volunteer time and other direct costs.

From the outset, our focus has remained resolutely on our charge, on the formal channels of engaging community members early in the decision-making process, and on strengthening the existing board and commission system. We endeavored to provide alternative options to strengthen public participation in eight specific areas. For the most part, this draft document will address each area sequentially by number.

The Public Participation Task Force is comprised of eight community members, two City Council members, and one staff representative from the City. We want to emphasize our respect for all the community volunteers currently serving on City boards and commissions, and our appreciation for the importance of the work they do. We believe our recommendations can both heighten and support that work and enhance community members' involvement in city planning and decision-making processes.

III. GUIDING PRINCIPLES FOR PUBLIC ENGAGEMENT

The Corvallis 2020 vision document includes the following statements about our community:

- "Boards, commissions, and task forces are the primary working groups that evaluate, draft, and recommend plans and legislation to the City Council."
- "In 2020, Corvallis will be…a highly livable city which employs local benchmarks to measure progress in areas such as housing, economic vitality, educational quality, environmental quality, and overall quality of life; …blessed with an involved citizenry that actively participates in public policy and decision making; a community that honors diversity..."

Members of advisory boards, commissions, and task forces provide an invaluable service to our city. These groups advise the City Council on a wide variety of subjects. We believe that these guiding principles are a formalization of what City Council, staff, and community members have been attempting to do. It provides a standard to point to when we don't meet our expectations of ourselves.

Serving on an advisory board, commission, or task force can be a rewarding experience for community service-minded residents. It is a productive way to participate in the functioning of local government and assists City Council members in understanding the values of their constituents. The role of these committees is to provide input to city staff and advice and recommendations City Council. The expertise and work of community groups often serve as a catalyst for innovative city programs and improved services.

To address the language both in our Corvallis vision document and in Charge 5 from the City Council, we recommend that the City adopt the following guiding principles and display them on the City website and other appropriate documents.

GUIDING PRINCIPLES

1. **Collaborative Democracy** - Enhance and support community-driven democracy in city government. Ensure that all participants listen and attempt to understand different viewpoints.
2. **Diversity** – Seek input from all viewpoints, backgrounds, and philosophies. Treat each person with dignity, fairness, and respect.
3. **Openness and Respect** - Promote fair, open and respectful processes that allow all who are interested or affected to have an equal opportunity to participate.
4. **Inclusiveness** - Create a variety of ways for community members to participate and influence decisions.
5. **Accountability** - Use decision-making processes that are transparent and that create decisions that can be tracked with clearly defined responsibilities.

PRINCIPIOS FUNDAMENTALES

1. **Trabajo colaborativo en la Democracia** – mejorar y apoyar una democracia gubernamental dirigida por la comunidad. Asegurarse todos los participantes escuchen e intenten comprender diferentes puntos de vista.
2. **Diversidad** – solicitar opiniones desde todas las perspectivas, orígenes y filosofías. Tratar a cada persona con dignidad, igualdad y respeto.
3. **Transparencia y respeto** - Promover procesos justos, abiertos y respetuosos que permiten a aquellos interesados o afectados a tener una oportunidad para participar.
4. **Integración** – Crear una variedad de maneras para que miembros de la comunidad participen e influyan las decisiones.
5. **Obligación** – Usar procesos para hacer decisiones responsables y que sean transparentes.

IV. BOARDS AND COMMISSIONS ORGANIZATION AND STRUCTURE

The task force was charged by the City Council with reviewing existing citizen advisory boards and commissions to address portions of the charge related to their number and scope. This element of work for the PPTF was the most challenging, as we acknowledge the contributions and expertise provided by community volunteers currently serving.

Corvallis has benefited immeasurably over the years from the involvement of its citizens in public decision-making. Task forces have worked with city staff, consultants, the general public, and multiple City Councils to tackle difficult issues and help build support for solutions that benefit the entire community, such as the Riverfront Task Force, the Combined Sewer Overflow Project, and the Corvallis Forest Stewardship Plan. Boards and commissions composed of dedicated volunteers do much of the heavy lifting and detail work in their roles to advise the Council about developments in and support for a wide range of City services and functions.

In a comparative review of other Oregon and Pacific Northwest cities, we noted that a larger city (Bend) operates with 13 advisory boards and commissions; a smaller city (Ashland) operates with 15; and Bellingham, Washington, a somewhat larger university city similar to Corvallis, has 21. Corvallis currently supports 22 advisory boards and commissions. In general, we believe broader categories are more desirable for efficient operations.

We have endeavored to provide alternative pathways to greater effectiveness and efficiency. We encourage existing boards and commissions to review annual goals and the current level of public engagement with their committee to determine if their issue area would be more comprehensively addressed if united in a more broadly defined advisory board. At the same time, however, we remain very supportive of the Corvallis 2020 Vision statement that "boards, commissions and task forces are the primary working groups that evaluate, draft and recommend plans and legislation to the City Council."

Charge 1a: *"Identify areas of duplication between existing boards and commissions."*

No recommendation. Although there are some areas of overlap, we did not identify any significant duplication of responsibilities in the current board and commission system. Therefore we offer no recommendation in that regard.

Charge 1b: *"Identify boards and commissions whose areas of study are so small or narrow that they could be incorporated into another related group or community organization."*

Recommendation: We identified 13 boards or commissions (listed below) where the scope is specialized or technical enough that some may benefit either by changing them to Departmental Advisory Committees (detailed on p. 22) or by incorporation into another committee or community organization to increase the effectiveness and efficiency in

the board and commission system. The chart in Appendix V. indicates possible options, including no changes.

- Airport Commission
- Bicycle and Pedestrian Advisory Commission
- Board of Appeals
- Capital Improvement Program Commission
- Citizens Advisory Commission on Transit
- Commission for Martin Luther King, Jr.
- Commission on Civic Beautification and Urban Forestry
- Committee for Citizen Involvement
- Community Police Review Board
- Downtown Commission
- Downtown Parking Commission
- Public Art Selection Commission
- Watershed Management Advisory Commission

Charge 1c: *"Identify significant areas of City Council responsibility where the Council doesn't receive systematic citizen advice. Include gaps in the board and commission system that would benefit from a change in the scope of a current group or the formation of a new group."*
Recommendation: We identified four significant areas of City Council responsibility where the Council doesn't receive systematic community member advice or recommendations. We believe new or modified advisory boards would increase effectiveness of the city by addressing the gaps in the following areas:

- Community Involvement and Diversity
- Transportation systems planning and decisions
- Water systems planning and decisions.
- Public safety

See further discussion at Recommendation B, of Charge 1d.

Charge 1d: ***"****Suggest how to combine, divide, or otherwise reorganize these groups so that they are as effective and efficient as possible.****"***

Recommendation A: After reviewing current board and commission activities and charges, we recommend that the following advisory board interest areas could more effectively provide comprehensive input to City Council with a change of scope, organization, or responsibilities. Committees are listed in alphabetical order.

- **Airport Commission (AC).** After review of current activities, we note that there are two distinct areas of oversight including highly technical aviation input and economic development activity reports.

OPTION A: Change to Departmental Advisory Committee for aviation concerns, with economic development activities transitioned to the Economic Development Commission.
OPTION B: Continue as an advisory board, with a liaison from the Airport Advisory Board to the Economic Development Advisory Board.

- **Arts and Culture Commission (ACC).** This committee is charged with advising City Council on all matters relating to arts and culture. City-supported arts organizations include the Majestic Theater and the Arts Center, and to some extent Visit Corvallis.
  RECOMMENDATIONS: Strengthen the formal communications related to city-funded arts and culture related entities by requiring annual reporting to this committee. Move the responsibilities of the Public Art Selection Commission to this body, and have the ACC use a subcommittee process to add persons as required for art selection work/decisions.

  Bicycle and Pedestrian Advisory Commission (BPAC). This commission has very effectively advocated for bike and pedestrian interests in Corvallis for many years. In other communities (e.g., Ashland, OR and Bellingham, WA), a Transportation Advisory Board was created to comprehensively address multi-modal transportation issues and provide advice and recommendations on transportation system policy and investment choices. Properly structured, this could strengthen and increase the voices for multi-modal transportation.
  OPTION A: Create a Multi-Modal Transportation Advisory Board that may use subcommittees for specific segments of the transportation system.
  OPTION B: Continue as an advisory board.

- **Board of Appeals (BA)**. Our only suggestion is to change the name to "Appeals Commission," if there are no legal obstacles to doing so (see Charge 3, Recommendation B1)

- **Budget Commission (BC).** This commission includes City Council and community members and is currently limited to reviewing the proposed annual budget. Based on our review of the budget processes in the City of Eugene and other municipalities, we believe there are changes that would improve the effectiveness of this commission.

  RECOMMENDATIONS: Expand the scope to include study of financial issues facing the City, development of recommendations for the Council, and review of fund forecasts. Have community members work with staff and Council on the budget before formal unveiling in February. Have subcommittees hold public

meetings in the early fall to obtain community member input and suggestions for the next year's budget, perhaps done collaboratively with the Capital Improvement Program.

- **Capital Improvement Program Commission (CIP).**
  RECOMMENDATIONS: Change scope to that of a Departmental Advisory Committee. Change the membership so that the body is made up mostly of representatives from other boards and commissions, such as Planning, Budget, Multi-Modal Transportation, Water, and Parks, Natural Areas, and Recreation Boards, plus two or three community members with relevant technical knowledge or experience.

- **Citizens Advisory Commission on Transit (CACOT).** This commission serves to provide input on the City's public transit system. Greater efficiencies could be achieved through a more comprehensive approach to multi-modal transportation with the formation of a Multi-modal Transportation Advisory Board, which would assume the current responsibilities of this advisory commission.
  OPTION A: Create a new Multimodal Transportation Advisory Board that may use subcommittees for specific segments of the transportation system.
  OPTION B: Continue as an advisory board.

- **Commission for Martin Luther King Jr. (CMLK).** This commission was established in 1987 to create a community celebration of Martin Luther King, Jr. and to "advise Council on matters pertaining to the holiday." We value the work of Dr. King and the holiday in his honor, and the dedicated work of current and past Commission members over the last 27 years.

  We do believe there is a greater opportunity to advise the City Council on inclusion and diversity issue that align with fostering awareness of principles and practices championed by Dr. King, in addition to the January event honoring his work and memory.

  RECOMMENDATION: City Council work with the advisory board to: 1) broaden its scope, goals, and responsibilities to address relevant diversity, equity, and inclusion issues and events in our community throughout the year; 2) work much more collaboratively with the university, Benton County, and the school district and the proposed Citizen Involvement and Diversity Advisory Board; and 3) explore the feasibility of a future county, university, and city advisory body at which time the CMLK would be sunsetted.

- **Commission on Civic Beautification and Urban Forestry (CBUF).** This commission focuses primarily on street trees and beautification projects with the City.

This active commission may be more efficient and cost-effective as a Departmental Advisory Committee.
RECOMMENDATION: Change this body from a commission to a Departmental Advisory Committee.

- **Committee for Citizen Involvement (CCI).** This committee was established as a means of addressing the Oregon Land Use System Goal One. We noted that there appears to have been no activity in this committee recently. Educating community members about land use planning is an important piece of engaging the community. Additional resources may be generated and supported by incorporating the CCI charge in a newly formed Community Involvement and Diversity Advisory Board. (see Recommendation B, below)
  RECOMMENDATION: Sunset the current CCI and create a new Community Involvement and Diversity Advisory Board.

- **Community Police Review Board (CPRB).** This board deals specifically with community member complaints. We have identified an opportunity for greater public participation in all matters related to public safety.
  RECOMMENDATION: Do further research on increasing the scope of this board or including its responsibilities with the establishment of a Public Safety Advisory Board.

- **Downtown Commission (DC).** This commission was created in 2008 to develop a strategic plan and to implement an urban renewal program which was subsequently not supported by voters. The charge is to support a vibrant hub of business and cultural activity through streetscape and signage projects, redevelopment and housing projects, and accessibility and public parking.
  OPTION A: Continue with current responsibilities as is.
  OPTION B: Include the Downtown Commission as part of the Economic Development Commission's responsibility.
  OPTION C: Maintain this commission and incorporate the Downtown Parking Commission, possibly as a sub-committee.

- **Downtown Parking Commission (DPC).** This commission is narrowly focused on downtown parking and promoting multi-modal transportation. Two members of the Downtown Commission serve on this committee, with some evidence that it may be operating as a subcommittee of the Downtown Commission.
  OPTION A: Incorporate its responsibilities into the Downtown Commission and cease listing it as a separate board.
  OPTION B: Incorporate its responsibilities as part of the recommended Multi-modal Transportation Advisory Board.

- **Economic Development Commission (EDC).** This commission is charged to develop and recommend economic development policy and strategy for the City to implement. The current strategic plan does not include the economic development activities of the airport or downtown core.
  OPTION A: Continue with current responsibilities as is.
  OPTION B: Incorporate the responsibilities of the Downtown Commission.
  OPTION D: Move the economic development-related matters of the Airport Commission to the EDC.
  OPTION E: Add a liaison from the Airport Advisory Board to the EDC.

- **Historic Resources Commission (HRC)** and **Planning Commission (PC).** Both of these commissions are quasi-judicial.
  RECOMMENDATIONS: Increase collaborative work by scheduling periodic work sessions with each other for goal and Comprehensive Plan development; and with the recommended new Community Involvement and Diversity Advisory Board regarding Land Use Goal 1 requirements, issues, and improvements.

- **Land Development Hearings Board (LDHB).** This board is currently, in effect, a subcommittee of the Planning Commission.
  RECOMMENDATION: Codify that fact and cease listing it as a separate board.

- **Public Art Selection Commission (PASC).** This commission provides expertise in the review and approval of public art installations. One member of the Arts and Culture Commission serves on this commission.
  RECOMMENDATION: Have the Arts and Culture Advisory Board assume this committee's responsibilities, with a sub-committee to carry out the duties of public art selection.

- **Watershed Management Advisory Commission (WMAC).** This commission is focused primarily on the forest and streams of the city's Rock Creek Watershed. It is a primarily a technical committee that may be more cost-effectively organized.
  OPTION A: Include this commission's charge as part of a more broadly scoped Water Systems Advisory Board, or
  OPTION B: Change this body from a commission to a Departmental Advisory Committee, and add "Rock Creek" to its name.

Recommendation B: The City has significant gaps in the current City board and commission system, and may wish to consider four new advisory boards (in prioritized order) to increase effectiveness of community member input and decision making. We suggest

a membership of 11-12 persons to these new, more broadly scoped boards both to increase community involvement and to accommodate the wider range of issues.

- Community Involvement and Diversity Advisory Board (CIDAB)
  This board would assume the Goal One responsibility of the current Committee for Citizen Involvement (recommended for sunsetting) but would have a broader scope and responsibilities, including:
  - Use of a subcommittee to work with members of the Planning Commission and the Historic Resources Commission regarding changes and improvements to address the Land Use Goal 1, Citizen Involvement,
  - Diversity and inclusion, making sure this group is bringing in all parts of our community,
  - Access to city government, including community member primer on public participation, testimony, and the land use planning process,
  - Development of trainings and orientation recommendations for boards, commissions, Registered Neighborhood Groups, and community members,
  - Outreach to and liaison with Registered Neighborhood Groups,
  - Implementation or further work on PPTF recommendations, as recommended by the City Council,
  - Additional responsibilities related to Registered Neighborhood Groups in Section VI,
  - Ongoing responsibility for the review and improvement of the Board and Commission system and other public participation practices.

  The PPTF gave serious consideration to having the CIDAB assume the responsibilities of the Martin Luther King Jr. Commission. Although there could be future consideration of that, we believe doing so now would overburden the CIDAB, as a new board, with too many expectations and responsibilities.

- Multi-Modal Transportation Advisory Board (MTAB)
  Transportation issues exist in our community that would benefit from community input on comprehensive issues in a broader way. While some of these impact only small numbers of individuals directly, we are all affected because these issues affect our ability to access areas of our community, our city budget and other services, and housing issues. Examples include the fact that many areas in our city are not developed to city standards, lacking sidewalks, adequate roads, or adequate drainage; the growing impact of OSU overflow parking; and emergency response to weather issues.

The MTAB would assume the current responsibilities of the Bicycle and Pedestrian Advisory Committee and the Citizens Advisory Committee on Transit. This will align Corvallis with the multi-modal approach already taken by both the Corvallis Area Metropolitan Planning Organization (CAMPO) and the Oregon Department of Transportation (ODOT). It will be important to ensure that the needs and issues of users and advocates of pedestrian travel, bicycles, and transit continue to have a strong voice on this advisory board and in the community.

This board would both advise the City Council and Planning Commission on transportation-related issues, and work with city staff to plan for a transportation system that enhances Corvallis' livability, character, and natural environment. The work of this board would relate to safety, planning, funding, and advocacy for an effective multimodal transportation system of streets as well as sidewalks and trails. This focus will enable people to move easily through the city as pedestrians or using bicycles, transit, or other vehicles and allow us to create a less auto-dependent community.

Specific areas of work will include:

- Involvement in and review of multimodal transportation planning (public transit, vehicle, bicycle, pedestrian, trails), such as the Transportation Master Plan, parking plans, and Capital Improvement Plan transportation projects,
- Review of individual transportation projects while being developed and prior to inclusion in the CIP, proposals going before the Planning Commission, or individual projects required on a fast-track basis,
- Review of accessibility issues in the transportation systems for individuals with mobility, visual, or other challenges,
- Use of the Healthy Streets, Healthy Streams Handbook and recommendations,
- Coordination with regional transportation planning,
- Reviewing and advising the City Council on bicyclist and pedestrian issues and ensuring that they are integrated into the overall transportation needs of the community,
- Reviewing and making recommendations concerning transit, including route changes, service expansion, shelter placement, and funding strategies.

The MTAB may use subcommittees to focus on any of these areas.

- Water Systems Advisory Board (WSAB)

There is currently no board or commission related to the city's three primary water system functions: drinking water, wastewater, and storm water. The Watershed Management Advisory Commission (WMAC) is the only existing advisory body related to water systems, and its primary duty is to provide advice to the City Council and city staff regarding the Forest Stewardship Plan, which deals primarily with forestry issues in the Rock Creek Watershed basin. WMAC provides no advice regarding watershed issues anywhere else in the city and its other surrounding watersheds.

Water systems issues, including policy development, policy and code interpretation, planning for drinking water supplies, treatment and distribution, wastewater collection, treatment and release, plus watershed and storm water management--have significant long-term effects on the lives of all Corvallis community members. Currently public input on these issues is obtained through task forces, public hearings and project specific outreach. A Water Systems Advisory Board could provide technical expertise to the department, much as the current Watershed Management Advisory Commission does. It would also provide a clear, timely and consistent access point for public input to the department on drinking water, wastewater, and storm water policies, programs, and projects. A Water Systems Advisory Board should provide advice to the City Council and staff in the following areas:

- Water quality and treatment,
- Waste water treatment and release,
- Storm water management, including piped drainage systems, streams, and mitigation structures built on both public and private lands,
- Equipment and piping inspection and repair planning,
- Watershed protections and functions,
- Input to Capital Improvement Program for all related potential projects,
- Natural features management and issues that relate to water within the city.

Building maintenance and construction planning should NOT be covered by this board.

- Public Safety Advisory Board

The PPTF identified public safety (police and fire services) as having a significant gap where the council does not receive systematic advice from community members. However, the task force believes that addressing this gap would be a significant undertaking, and should be done via a separate public process. A Public Safety Advisory Board could provide the council with advice in the following areas:

- Emergency preparedness, such as with Registered Neighborhood Groups
- Fire Dept. CIP projects, Police Dept. CIP projects, Fire Department strategic MP,
- Act in an advisory capacity to City Council, the Chief of Police, the Fire Chief, and the City Manager on police and fire policy and resource issues.

Charge 2a : *"What criteria should the City Council use to determine if a new board or commission should be created?"*

Recommendation: Limit the formation of new advisory boards and commissions. In some cities, if a new committee is formed, another is sunsetted. Before a new advisory board is formed, it is important to determine if an alternative solution is viable, such as broadening the scope of an existing advisory board or commission or creating a task force or departmental advisory committee. Based on our review of comparable cities and the existing number of advisory boards and commissions in Corvallis, we recommend the increased use of task forces, which can be more focused and serve for limited durations.

Charge 2b: *"Consider how best to define and evaluate effective board and commission operations and outcomes."*

Recommendation: Establish a formal, annual reporting relationship to City Council standing committees.
Require that all advisory boards and commissions and departmental advisory committees develop annual goals and work plans. Create an annual review and report process with their related City Council standing committees to measure effectiveness, reviewing progress on annual work plan and goals.

Charge 2c: *"Consider how to balance the roles of boards and commissions as well-informed and neutral advisors to the Council as opposed to advocates for a particular point of view."*

Recommendation: Provide orientation for all new advisory board and commission members to create more effective committees.
Members of advisory boards and commissions are well-informed and typically passionate about the volunteer work they do. As part of the new member orientation process, each appointee should be given an overall review of how the City, the relevant department, and the advisory board/commission operate and relate to each other. Orientation should also note the advisory nature of the work and the fact that City Council must weigh multiple factors in determining to accept or reject committee recommendations. It is also recommended that committee chairs and vice chairs receive training relating to running efficient meetings, public meeting laws, and understanding the scope of the work of the committee.

Charge 2d: *"What criteria should the Council use to make significant changes in one or more boards or commissions?"*

Recommendation: Use consistent annual reporting from all advisory boards and commissions to determine if revisions are appropriate.
Once established, advisory boards and commissions are made up of volunteers who commit time and expertise to the work of the committee. The use of annual work plans

and an annual review with a City Council standing committee will provide a framework for reviewing possible revisions or changes.

Charge 2e: *"Consider revising the process and/or developing criteria to guide Council decisions about ending boards and commissions."*

Recommendation: Revise the sunset policy.
It is the City Council's responsibility to decide if an existing advisory board or commission should continue its work. Each advisory board and commission will be reporting with an annual review and a proposed work plan for the following year, with approval required by the standing committee. Information gathered through that review, including the original charge or ordinance that established the board or commission, should be what informs the start of the process of ending or sunsetting a board or commission.

Charge 2f: *"How should the effectiveness of staff support be evaluated?"*

Recommendation: Evaluate the effectiveness of staff support as part of the annual review of the advisory board or commission.
Staff liaison and support play a critical role for advisory boards and commissions to meet goals or work plans, and that role should be clearly articulated to incoming committee members. The staff liaison should: provide accurate and relevant information for the work of the committee; provide logistical support including meeting space and meeting recorder; assist with annual reporting of activities, or other support that is required. Board, commission, and committee members should be surveyed annually regarding resource support.

Charge 3: *"The relationships between individual boards and commissions and the related operating department vary greatly. What should the relationships be?"*
The related purposes of the following recommendations are to:

- make decision-making in the City more effective;
- build a web of strong interrelationships of committees which can address City planning with efficient use of city resources;
- better coordinate the working plans and activities of committees with annual goals and priorities of City Council; and
- increase adequate and early input by affected stakeholders in all major planning areas.

Recommendation A: Implement consistent practices for all advisory boards and commissions including staff attendance, recorder, and style of minutes to improve efficiencies.
1. Assign one staff liaison and recorder to attend each advisory board, commission, and task force meeting. Being responsive to cost concerns, department directors exercise judgment on +1 staff attendance.
2. Avoid verbatim minutes. Minutes should be taken in a consistent format, including key discussion point minutes for advisory boards and task forces *(see Appendix VI*) and detailed minutes for commissions as required by statute.

Recommendation B1: Adopt a policy to use consistent titles of committees.
One of our first areas of agreement (also confirmed in our interviews with department directors) was the importance of the consistent use of language in describing committees. Consistency is especially important as most are advisory only; a limited number of committees have decision-making authority. Consistency will not only help everyone understand the distinction between the types of committees, but also indicate to the majority of existing committees the advisory nature of their work. This policy will create effectiveness in the system, which will both support city operating departments and guide City Council in the naming of committees.

Recommendation B2: We recommend four distinct types of committees: advisory board, commission, task force, and departmental advisory committee.

Any of these committees may consider forming sub-committees. If one board is being merged into another, the continuing board will bear the responsibility for forming a subcommittee and establishing the scope of the subcommittee's work. (i.e., the board being merged does not continue to exist as a sub-committee of the continuing board).

Other limited-duration work groups or technical advisory teams may be formed by the Mayor or city staff for a particular reason. Department directors would continue the practice of bringing together small work or technical groups with particular areas of knowledge to advise them on particular or technical issues. The City Manager is responsible for ensuring that the Mayor and City Councilors are aware of the formation, purpose, duration and membership of such groups or committees.

1. Advisory Board
   This type of standing committee is established by City Council resolution and serves in an advisory capacity to the Mayor, City Council and staff. The City Council resolution identifies the charge. The Mayor is responsible for recommending individuals to fill vacancies, for confirmation by the City Council.

2. Commission
   A standing committee to which the City Council has delegated decision making authority. The Mayor is responsible for appointing individuals to fill vacancies on the Budget Commission and the Appeals Board. The City Council makes appointments to the Planning Commission and Historic Resources Commission.

3. Task Force
   This committee is formed to achieve a particular goal with a specific charge, and is generally active for a limited time. The City Council resolution identifies the term of the committee, the task to be completed, the timeline for completion of the project and other direction as the City Council deems appropriate. The City Council should consider forming a Task Force to address a major initiative, issue, or significant policy change if an existing Commission or Ad-

visory Board does not exist to address that area or does not have the ability to address the topic by itself. The Mayor is usually responsible for appointing individuals to serve on Task Forces.

4. Departmental Advisory Committee (DAC)

These ongoing committees are administrative or technical in nature and allow for efficient use of community member expertise and staff time. These ongoing committees are appointed by department directors with the approval of the City Council. They advise department staff and the City Council, and provide agility in responding to community issues.

The PPTF recommendations include the options of transitioning the following current boards and commissions to department advisory committees: the Airport Commission, the Commission on Civic Beautification and Urban Forestry; the Capital Improvement Program Commission; and the Watershed Management Advisory Commission.

Characteristics of a Departmental Advisory Committee would include the following:

- Open, noticed public meetings (such as the Infill Task Force meetings) that allow public feedback/input. Decisions on frequency of meetings to be decided by committee members and staff, with the minimum being quarterly.
- Appointments recommended by the Mayor and the department head to the City Council standing committee for approval by the full City Council. The Mayor and department head will be expected to take into account both technical expertise or knowledge and diversity and inclusiveness considerations. Open advertising/recruitment advised.
- Not established by ordinance. Reviewed every year by council standing committee for continuation or revision.
- Minutes taken; will always go to the department's City Council standing committee.
- Number of committee members up to department head, but a range might be five to seven persons. Appointees do not serve terms but may need to have a maximum number of years of service.
- Works with the department staff, but also periodically reports to the City Council standing committee. Can make periodic reports to full council as well.

Type of Group	Function	Appointed by	Duration of Group	Examples
Advisory Boards	Provide advice and information to City Council on a specific topic of city relevance	Mayor	As specified in the enabling ordinance	Arts and Culture Advisory Board, Economic Development Advisory Board
Commissions	A standing committee with decision-making authority	City Council	As specified in the enabling ordinance	Planning Commission, Historic Resources Commission
Departmental Advisory Committees	Work with city staff on matters involving specialized expertise of a technical nature	Mayor and Department Directors, with City Council approval	As determined by the department head with approval by Mayor and City Council	Airport Departmental Advisory Committee, Civic Beautification and Urban Forestry Departmental Advisory Committee
Task Forces	Address a particular goal with a specific charge	Usually appointed by Mayor, but sometimes by Department Directors	Generally serve for a limited time	Public Participation Task Force

If adopted, the changes recommended for types of boards, commissions, or committees would result in the following name changes:

1. Airport Commission (AC) to Airport Advisory Board (AAB) or Airport Departmental Advisory Committee (ADAC)
2. Arts and Culture Commission (ACC) to Arts and Culture Advisory Board (ACAB)
3. Bicycle and Pedestrian Advisory Commission (BPAC) to Bicycle and Pedestrian Advisory Board (BPAB)
4. Board of Appeals (BA) to Appeals Commission (AC)
5. Capital Improvement Program Commission (CIP) to Capital Improvement Departmental Advisory Committee (CIDAC)
6. Citizens Advisory Commission on Transit (CACOT) to Transit Advisory Board (TAB)
7. Commission for Martin Luther King Jr. (CMLK) to Martin Luther King Jr. Advisory Board (MLKAB)
8. Commission on Civic Beautification and Urban Forestry (CBUF) to Civic Beautification and Urban Forestry Advisory Board, or Civic Beautification and Urban Forestry Departmental Advisory Committee (CBUFDAC)
9. Committee for Citizen Involvement (CCI) to Community Involvement and Diversity Advisory Board (CIDAB)

10. Community Police Review Board (CPRB) to Community Police Review Advisory Board (CPRAB)
11. Downtown Commission (DC) to Downtown Advisory Board (DAB)
12. Economic Development Commission (EDC) to Economic Development Advisory Board (EDAB)
13. Housing and Community Development Commission (HCDC) to Housing and Community Development Advisory Board (HCDAB)
14. Land Development Hearings Board (LDHB) to Land Development Hearings Commission (LDHC)
15. Parks, Natural Areas and Recreation Board (PNARB) to Parks, Natural Areas and Recreation Advisory Board (PNARAB)
16. Watershed Management Advisory Commission (WMAC) to Watershed Management Departmental Advisory Committee (MDAC)

    The names for the Budget Commission (BC), Corvallis-Benton County Library Board, Historic Resources Commission (HRC), and Planning Commission (PC) would remain the same.

Recommendation C: Conduct an annual meeting for all advisory boards and commissions.
In our research of other communities we learned that some host an annual meeting with all boards and the City Council and one assigns the city attorney's office to visit each board or commission once per year. Our recommendation of an annual meeting provides all committees an opportunity to hear the same message from the Mayor and City Council, reduces silos, encourages dialogue, and fosters collaboration among advisory boards and commissions.

Charge 4: *"What should the role of the City Council liaison be?"*

Recommendation: In researching the liaison role, we noted that one community is in the process of ending the Council liaison duties due to the challenge of keeping up with the meetings of their fifteen advisory boards and commissions. We recognize a similar challenge in Corvallis to an even greater degree. With the formalization of advisory board and commission goal setting and review, and reporting to Standing Committees, the City Council liaison position may in some cases no longer be required.

Charge 5: **See Access and Opportunities Section V**

Charge 6a: *"It is important to ensure that decisions are timely; citizens feel that their efforts are meaningful, and city resources are used well. Identify ways to streamline or reduce the use of staff support."*
Charge 6b: *"Identify ways to maximize the use of citizen volunteers."*

Recommendation A: Streamline advisory boards and commissions and their support structure as already recommended will reduce costs in meaningful ways. Additionally, the use of task forces and other committees will increase use of community volunteers.

Recommendation B: Provide enhanced outreach (see Section V, Access and Opportunities) and orientation activities (already recommended) will maximize the effective participation of community member volunteers.

Recommendation C: Increase the use of liaisons from boards or commissions to other boards or commissions, which will improve communications and break down the "silo" effect. The Planning Commission, for example, currently has liaison assignments to the HRC, HCDC, CCI, and CIP Commission. Possible new liaison assignments could be from PNARB to CBUF, ACC, and the new CIDAB; from CIDAB to the CMLK, or from the AC to the EDC.

Recommendation D: Expand board member qualifications to include the option of one non-resident expert as a non-voting member will help maximize the use of community volunteers with special expertise.
Current qualifications limit membership to those living, working, or owning a business within the city or in some cases inside the Urban Growth Boundary.

Charge 7: *"Is the current configuration of [the Committee for Citizen Involvement] the most effective means of addressing the Oregon Land Use System Goal One? If not, how might this goal be better met?"*

Recommendation: We recommend an immediate sunsetting of the Committee for Citizen Involvement (CCI), and the transfer of its Goal One responsibility to a new and more broadly focused Community Involvement and Diversity Board (CIDAB) as described in Recommendation B of Charge 1c earlier in this document.

The current configuration of the CCI limits the work of the committee to address Goal One of the Oregon land use system and could be better met as a specific responsibility of a new Community Involvement and Diversity Board (CIDAB).

Charge 8: **See Neighborhoods, Section VI**

V. ACCESS AND OPPORTUNITIES

Charge 5: *"Is access available to all citizens to give thoughtful input and advice to the City Council through the board and commission system? If not, are there ways to improve the board and commission system for better access?"*

Recommendation: Adopt the Guiding Principles outlined in Section I.

Publish on the city web site and implement the following practices to ensure outreach and authentic engagement of community members, elected and appointed city leadership, and city staff.

We believe that this recommendation is a formalization of what City Council and staff have been attempting to do. It provides a standard to point to when we don't meet our expectations of ourselves. Our intentions are to ensure that all interests are represented in the decision-making process and to genuinely engage diverse community members at an early stage in the process.

Recommendations for Collaborative Democracy:

1. Create community-friendly atmosphere at all public meetings.
Demonstrate that those giving public testimony are being listened to. Make eye contact; ask a question, alert public that an electronic device may be used to capture testimony for future reference.

2. Create a welcoming environment for public testimony and in all ways act respectfully towards people giving testimony.
When the need arises to limit testimony, employ methods that are predictable and discreet. One of the most-repeated negative comments the Task Force received from many persons was dislike for the current timing clock used at City Council meetings to limit testimony. Almost everyone understands the need to have some kind of time limits on testimony, but most would prefer that it be done directly by a person rather than electronically.

The City of Pasadena, CA has a podium with three built-in lights: green, yellow, and red. It is observable by the council and the speaker in a discreet manner. In the city of Falls Church, VA, timing of visitor comment is done by a staff member, who pleasantly but firmly tells speakers they have exceeded time allocations. At Corvallis Planning Commission meetings, the Chair moderates and limits testimony as needed herself, without the use of any electronic devices.

3. Establish protocol for multiple persons who are representing an organization to make a presentation longer than the time allowed for an individual.
Groups should make arrangements in advance with staff and the Mayor or Chair, which set the time allowed, at what point a presentation will occur (e.g., during "Presentations" or "Public hearings"), and other agreements.

4. Have agendas and other relevant documents available for the public at meetings. Documents should include those being discussed. "Meetings" include those of the City Council, advisory boards, commissions, task forces, and departmental advisory committees.

Recommendations for Diversity:

1. Use the term "community member" instead of "citizen" whenever possible, in all City documents and references.
The city of Corvallis includes significant numbers of people living and working here who are not U.S. citizens but are residents and community members. They are eligible to serve as volunteers on boards and commissions and are users of city services.

2. Identify and reach out to diverse sectors of the community.

Take steps to make meetings linguistically and culturally appropriate.

- Create a mechanism within city government to provide translation/interpretation services at public meetings when there is a topic of interest or services are requested.
- Establish a resource service for child care at major meetings (e.g., partner with a non-profit or social service agency that provides such services).
- Consider holding some City Council meetings at other locations periodically.
- Be proactive in seeking feedback from underrepresented groups.

Charge 5b: *"Is there adequate access to citizens to advise the Council through means other than the board and commission system? If not, suggest methods of improvement."*

Recommendations for Openness and Respect:

1. Increase access to elected officials and city staff.

- Create reasonable ways for community members to communicate with elected and appointed city leadership and city staff. Provide phone numbers and email addresses that will ensure a response. Include current contact information for board, commission, committee, and task force chairs, as well as the staff person providing primary support.
- Include a link on the "Mayor and City Council" web page for each councilor to specify what means of contact are available and that will elicit a response.
- Consider real-time on-line access to city meetings. (Review OSU's New Media Communications Department)
- Consider alternate locations for forums, special outreach meetings, and government corner.
- Ask the CIDAB to research and recommend ways for the City Council, its three standing committees, and City boards and commissions to involve and obtain feed-

back from persons or populations for whom testimony at formal meetings is either not possible or is too intimidating.

2. Increase access to city government information.

a. Improve City website user-friendliness

- Make the links on the home page more visible and easier to see/understand for the multiple modes of engagement by community member.
- Have Boards and Commissions and Volunteer Opportunities be a first-page header.
- Review path to finding archives, specifically the method of searching and retrieving documents. Example: City of Eugene website.
- Include a list of acronyms used throughout the website.
- Research software with appropriate design

b. Utilize available traditional and social media outlets.

c. Set standards for city government and advisory boards and commissions to publicize and market their meetings and events, and vacancies to ensure the information is reaching the community.

- Continue and expand Government Corner at library lobby every Saturday; continue sending into the newspaper's F.Y.I.; attend community groups that traditionally have not interacted with city government.
- Provide Guidelines to advisory boards and commission for consistent communication and outreach to community members.

3. Increase transparency of the appointment process.

Improve awareness of vacancies on advisory boards and commissions and increase the transparency of the appointment process.

- On City website, improve online applications and increase awareness of specific vacancies and steps on how to become involved.
- Actively seek nominees from varied age groups, socioeconomic, racial, and ethnic backgrounds.
- Continue to seek input from current Commission and Advisory Board chairs and department staff for potential nominees to fill vacancy.
- Seek additional channels to broadly disseminate Advisory Board and Commission vacancy announcements to community groups and organizations, on the City's website, and via media outlets.

- Establish a Mayoral Advisory Group to meet quarterly for review of vacancies and interested volunteers for Advisory Boards and Commissions.
- For examples visit City of Eugene website: eugene-or.gov/index.aspx?NID=86

Recommendation for Inclusiveness:

1. Involve broad representation of community members in the decision-making process.

- Identify the obstacles to having representation on advisory boards and commissions that matches demographics of the city.
- Engage community members early in the planning and budgeting process

  Planning: look at Lake Oswego requirements - pre-application conferences with neighbors;

  Budgeting: look at Pasadena or Eugene- appoint special committees at beginning of process to help gather public opinion.

Recommendation for Accountability:

Align the work plans of boards and commissions with City Council standing committees to improve connectivity with long-range planning and the decision-making process in all areas.

VI. NEIGHBORHOODS

Charge 8: *"Neighborhood Associations provide opportunities to build community and address issues that affect residents of particular geographical areas of the city. Does the City's public participation system adequately encourage neighborhood engagement and neighborliness? If not, identify methods for improvement."*

Our observation is that community members, connected to each other and the City, contribute to the quality of life of residents, to the City, and to the quality and effectiveness of community planning. Better connections among neighbors allow community members to solve problems without government involvement, direct neighbors to City government measures already in place to help solve problems, empower neighbors to work with the City to establish improved outcomes, and utilize the substantial expertise of many residents.

Most cities in the Northwest that we studied fostered creation of formal neighborhood associations and neighborhood watch groups as a means to encourage continuity and effectiveness of community engagement with local government. In most cities, neighborhood associations are an outgrowth of Oregon's land use legislation, which has as its first goal, citizen engagement. The effectiveness of formal neighborhood associations varies from city to city, as do the budgets dedicated to their support. In Corvallis, as in many Oregon cities, the level of community engagement via neighborhood associations rises and falls with specific neighborhood issues or problems, the level of residents' interest, or the quality of the association's leadership.

We noted that in addition to City-sponsored groups, there are other groupings of neighbors that have interests in supporting and being supported by the City, such as homeowner associations and neighbors organizing through the county to respond to emergencies.

Focus

Our focus has been on what the City can do to foster and support neighborhood connections that allow neighborhood groups to:

1) <u>Sustain themselves continuously</u>,
2) <u>Connect neighbors to neighbors</u>, and
3) <u>Partner with each other and the City in meeting the needs of their communities and those of the larger City community</u>.

Our hope is that implementation of these recommendations will subsequently lead to greater incentive for neighborhood participation and the eventual expansion of neighborhood groups to include city-wide coverage.

I. Sustaining Active Neighborhoods

Our interviews of leaders and active members of Corvallis neighborhood associations, as well as city staff and community and neighborhood leaders in other cities, revealed the often-cyclical nature of active participation in neighborhood associations. In most cases, involvement rises and falls in response to proposed development in the neighborhood. Only a small portion of the membership stays active in the absence of land use, traffic, road infrastructure, crime, or code enforcement concerns.

In neighborhood organizations that stay active over time, we noted other attributes that provide value to the community and the City, such as:

- Broader and deeper connections between neighbors contributes to the quality of life in the neighborhood beyond land use and traffic concerns,
- Neighbors working with each other to prepare for disaster, emergency, and inclement weather response,
- Enhanced communication on issues impacting City neighborhoods,
- Engagement with the City on a wider range of topics,
- A larger pool of potential community leaders and volunteers,
- Greater understanding of City processes.

Before elaborating on these goals and the recommendations which derive from them, we would like to introduce a new term and the rationale for its use, Registered Neighborhood Group (RNG).

As noted above, there exists a range of organizations of neighbors with different specific focus and a shared interest in enhancing the quality of life in their neighborhoods. We would like to see a more expansive view and holistic approach taken on neighborhood groups and that Registered Neighborhood Groups. As used herein the term Registered Neighborhood Groups is meant to include what are currently neighborhood associations, homeowners associations, and any other neighborhood group that brings people sharing a geographic region together. These groups are formed to enhance neighborhood livability and build community through connecting neighbors to neighbors, including owners, renters, businesses, faith-based groups, and others who reside in that geographic area.

For the City to expend greater resources to support those organizations, the City needs to know that those organizations have community support and have ongoing viability. We envision certain minimum requirements on membership, training and participation to qualify as Registered Neighborhood Groups and receive certain of the benefits noted in the following recommendations.

We recommend putting in place a set of policies and practices that support ongoing neighborhood connections and provide adequate incentives and resources for RNGs to be more effective and thrive. The goal and stipulation for these practices are that RNGs will engage in continuous service to their neighborhoods and continuous work to improve the quality of life in their neighborhoods.

Primary recommendations to sustain active neighborhoods:

1. Free meeting space

Provide RNGs with free meeting space at as many community locations as possible such as the Tunison Community Room, Osborn Aquatic Center, Chintimini Senior Center, Madison Avenue Meeting Room, and Corvallis-Benton County Library or have the City coordinate space with other local entities such as the 509J Corvallis School District or Linn Benton Community College. We have heard continuously that lack of adequate meeting space is a barrier for neighborhood groups. There are currently several neighborhood groups that have no access to free meeting space.

2. Neighborhood Empowerment Grant Program

Re-establish and fund the Neighborhood Empowerment Grant Program for neighborhood improvement grants for RNGs to be administered by the new Community Involvement and Diversity Advisory Board (CIDAB). Funding for the former City of Corvallis program and similar programs in cities such as Lake Oswego, Bend, or Eugene ranges from $10,000 to $60,000.

Neighborhood Empowerment grants are one way in which the City can empower RNGs to take on projects outside of land use, proactively increase the livability of both their neighborhood and the community, and further partnerships between the City of Corvallis and its neighborhoods. To be effective, the amount of an individual grant needs to be large enough to spur interest and the number of grants available need to make it plausible for an RNG to receive funding. Survey feedback from current Corvallis neighborhood leaders shows that there is strong interest in reviving this type of program (Appendix II).

a) Suggested grant categories are small capital projects, neighborhood signs, safety and emergency preparedness, neighborhood art and mural projects, neighborhood sustainability, RNG leadership and capacity building, community building, and street tree planting and other neighborhood beautification projects.

b) Lake Oswego has a similar program called the "Neighborhood Enhancement Program" and materials that may be helpful in refining this program including a program guide and application form. See: http://www.ci.oswego.or.us/planning/neighborhood-enhancement-program.

c) Previous materials from Corvallis' Neighborhood Empowerment Grant Program should be consulted in re-launching this program.

3. Annual trainings and orientations for RNG leaders and community members

a) Offer voluntary, interactive "Public Participation 101," "Land Development Code 101," and "Community Leadership 101" orientations and trainings for neighborhood leaders and interested community members on a regular basis. We recommend that this occurs collaboratively between CIDAB and City staff, possi-

bly facilitated by a third party with experience in community leadership training such as Leadership Corvallis. We have heard testimony and feedback which suggests that part of the frustration of advocating for neighborhood needs at the City level arises from community members not understanding the laws, policies, and practices within which the City operates. Many cities we investigated offer trainings for their neighborhood leaders (Bellingham, Eugene, West Linn, Lake Oswego, and others). We propose assigning the CIDAB the task of reviewing and customizing one of those to match Corvallis practices and conduct yearly trainings for RNG leaders and other community members in the city civic process. The "Community Leadership 101" training could include information on effective communication, facilitation, running a meeting, City resources, and other topics requested by RNG leaders to assist in the development of community leaders. This idea received very positive response from current neighborhood association leadership (Appendix II).

b) "Public Participation 101" should cover topics similar to what is included in Lake Oswego's Citizen Involvement Guidelines. See: http://www.ci.oswego.or.us/sites/default/files/fileattachments/planning/webpage/11841/citizen_involvement_guidelines_final_04-06-04.pdf.

c) We suggest looking at offering webinar options for these trainings to increase accessibility to the trainings.

4. Neighborhood engagement pathways

a) Not surprisingly, the neighborhood leader survey revealed that different neighborhoods and different community members have diverse interests and needs. For instance, neighborhoods closer to OSU shared different concerns and interests than those farther away. We recommend that the City and CIDAB provide resources to RNGs so that they are equipped to provide multiple avenues of engagement for their members. Examples are: social event planning, Neighborhood Watch/safety, emergency/disaster response planning, land use, neighborhood art and beautification projects, sustainability promotion (e.g. recycling block captains), neighbor exchanges, promotion of voter education and engagement in local elections. These, as well as others, may help attract diverse membership and produce more robust activity.

b) Work with Police Department and Neighborhood Watch programs to promote new Neighborhood Watch programs and to have willing Neighborhood Watch leaders convey their contact information to their RNGs. Neighborhood Watch can be one way to be involved in a RNG.

c) In order to allow for a higher level of accessibility, we recommend that neighborhood groups find ways to allow residents to participate online or electronically in meetings and providing feedback on neighborhood issues.

5. Small RNG budget

As is done in other cities the Task Force contacted, we recommend creation of a small budget for or a reimbursement process to cover incidental costs the active RNGs will incur such as providing dumpsters for neighborhood clean-ups, paying for meeting space rentals (if free space is not available), rental of street barricades for block parties, and printing meeting flyers. We recommend a modest budget be provided for all RNGs and be based on the size or number of households within the RNGs boundaries. If free meeting space cannot be offered or identified, we recommend that each RNG be allocated a budget that covers the expenses of renting meeting space.

Secondary recommendations to sustain active neighborhoods:

1. RNG manual

Develop and encourage RNGs to actively use an RNG manual and resource guide such as the one that exists in Lake Oswego and Eugene. CIDAB can lead in the creation of this resource. We recommend that CIDAB and City staff look for opportunities to have shared resource materials with Commissions and Advisory Boards wherever possible.

a) Suggested topics for inclusion in an RNG manual include: overview of the RNG system, neighborhood leadership, running effective meetings (priority setting, agenda creation, facilitation tips, and decision making strategies), neighborhood communication tools and resources, neighborhood engagement pathways, strategies for recruitment of new membership, neighborhood programs and services, special events and fundraising, neighborhood sustainability, and neighborhood land use. The RNG manual should include topics covered in the "Community Leadership 101" and "Public Participation 101" trainings.

b) The Lake Oswego Neighborhood Association Resource Guide may be a helpful example. See example from Lake Oswego here: http://www.ci.oswego.or.us/sites/default/files/fileattachments/planning/webpage/11856/na_resource_guidebook.pdf.

c) The Eugene Neighborhood Handbook used during neighborhood trainings is another strong example. See example from Eugene here: https://www.eugene-or.gov/index.aspx?NID=102.

2. "Benefits of being an RNG" resource document

Create a resource or statement that lists the benefits of being a city recognized RNG. In all the Cities we contacted, there is recognition that to sustain an active RNG takes time and energy from the RNG leaders. Having a document that points to and reminds RNG members of the value in participating will help them sustain their interest and help them entice new leaders. This resource will need to be updated annually to reflect the current resources available to RNGs. We see this as another function of CIDAB.

3. Resource library

Start building an online library of resources for the functioning and improvement of RNGs and public or community involvement and participation. This will be updated regularly based on suggestions from RNGs and CIDAB. We recommend having items in the collection at the Corvallis-Benton Public Library related to this purpose.

II. Connecting Neighbors to Neighbors

Many of the practices suggested to sustain active neighborhoods also contribute to relationships between neighbors. In our research, we also heard from neighborhoods in which residents contribute to each other's lives on a weekly basis. In these neighborhoods, the key element appears to be easy communication links between neighbors along with a neighborhood history of helpfulness and community building. Neighbors connected to neighbors solve problems without government involvement, direct neighbors to City government measures already in place to solve their problems, and empower neighbors to work with the City to establish improved measures.

In smaller neighborhoods, the link can be as simple as physical proximity. In larger ones, use of electronic connections may be required. In Corvallis, one neighborhood has a long, successful use of a moderated Google group to communicate; others use email distributions. The Tunison neighborhood is piloting use of NextDoor.com, software to promote neighborhood participation and communication. We believe the key to success is to have a tool that is easy to support, a means of sustainable support, and ease of use (both ongoing and in the initial discovery and sign up).

Electronic connections recommendations

1. Listservs or distribution lists

We recommend that the CIDAB provide RNGs and other community groups with information about how to create online groups and email distribution lists. It is critical that RNGs and neighbors have mechanisms that allow them to communicate effectively with each other. There are free resources available for creating listservs and distribution lists such as Google groups.

2. Software or social networking sites

We recommend that the CIDAB make available information about a range of possible options for software, so that existing neighborhoods can experiment with the available options and their associated functionalities and features. Longer term we recommend that CIDAB look at the a variety of software options to identify an option that best meets the needs of the Corvallis RNGs and make a recommendation that provides for RNG private use and provides for frequent, ongoing communications between neighbors and their city councilors. Options based on our initial research include:

- I-Neighbors: https://www.i-neighbors.org/howitworks.php

- http://web.mit.edu/newsoffice/2004/ineighbors.html
- Next Door: https://nextdoor.com/
- Granicus: http://www.granicus.com/solutions/citizen-participation/

III. Partnering With Each Other and the City

Successful and effective RNGs that contribute to enhanced neighborhood livability and community satisfaction depend on positive, mutually beneficial relationships among the RNGs and between RNGs and the city. Our survey responses and interviews provide ample feedback from current community members that they would like additional support from the City and improved communication with the City Council, but want to ensure that RNGs are led by community leaders and function autonomously. This promotes efficient use of City resources and strengthens diverse community leadership and self-reliance. By increasing the number of community members and volunteers who are active in neighborhood groups, an increased and more diverse pool of potential volunteers and future community leaders will be created.

Recommendations:

1. City staff support
    a) Budget adequate for city staff to support recommendations, including being available to answer questions of and provide timely support to CIDAB and RNGs and to attend RNG meetings as requested.
    b) City staff will be a resource in creating new RNGs, such as defining boundaries and providing templates for bylaws.

2. RNG leadership meetings

Hold public, quarterly (or biannually) RNG leader roundtable meetings. These meetings will serve as a forum for neighborhood leaders to share ideas, discuss best practices, and collaborate on projects or initiatives. We encourage this forum to also be utilized by RNG leaders and active members to share successes and accomplishments as well as challenges. City staff and elected officials could attend if requested.

3. Annual RNG recognition process
    a) We recommend that CIDAB, City staff, and current neighborhood association members develop an annual RNG recognition process to determine which neighborhood groups qualify to be Registered Neighborhood Groups and thus receive the associated benefits. Neighborhood groups will be contacted by City staff or CIDAB and required to submit a short annual report and updated contact information. Information about the recognition process should be available on the City website. Newly formed RNGs would have one year to meet the qualifications and have a one year grace period during start up. We also recommend that RNGs experiencing leadership transition be given more leeway and outreach support from City in training new leadership. CIDAB and staff will use this recognition process to create an annually updated map of RNGs

and contact information (name, phone number, email address).

b) Suggested qualifications for RNG status are listed below. We recommend that they be refined by CIDAB with outreach to and engagement with existing neighborhood groups.

i. Size: Establish a flexible number of minimum and maximum households that could be incorporated into a single RNG. We heard reports from other Cities that the ideal maximum size for an RNG was an area which could be contacted by hand delivered flyer; the number of ideal households will vary with geography. Given the council and staff time that we are recommending the City provide, we believe that a lower limit on population is also appropriate.

ii. Activity: If the City is to devote City resources to support RNGs, the City should have assurances that the RNGs are active and representative of their neighborhood. RNGs should host a minimum number of meetings, social events, and community improvement projects annually attended by a set minimum percentage of membership or number of residents.

iii. Communication: Have a communication system in place that allows members to communicate with each other, with RNG leadership, and with potential members. An online, interactive mechanism of communication allows for participation among members who cannot attend meetings.

iv. Elections & Bylaws: New RNGs need to establish bylaws and should hold elections at least every 2 years to give the opportunity for new leadership; this helps to promote diverse, new community leadership

v. Annual Reporting: RNGs should submit a short 1–2 page annual report of activity to CIDAB.

vi. Land use recognition: To be eligible to participate in the enhanced Land Use processes (see #8, below), RNGs need to have at least two people who have completed the City's land use training as well as leadership who have completed the City's Public Participation 101 training.

4. <u>City Councilor communication</u>

Assign a City Councilor liaison to each RNG for contact and communication. We recommend that this be the City Council for the Ward in which the RNG resides. Ideally each councilor would join the communications network for the RNGs in their ward, so as to convey City information pertinent to the neighborhood and to monitor topics that the City may want to become proactive about.

5. RNG updates to City Council

Start inviting individual RNGs to provide annual updates on activity at City Council meetings. This will ideally include an overview of RNG activity and photographs demonstrating activity and/or areas of concern in the community that RNG leaders want to make City Council aware of.

6. Position vacancy circulation

Circulate all advisory board and commission vacancies or other volunteer opportunities to RNGs. RNGs comprise membership that may be ideal for various community leadership and volunteer positions.

7. City website resources for RNGs

a) The City website should feature RNG information more prominently to connect community members to RNGs and provide links to RNG website, contact information, listserv sign-up information, etc. should be provided via the City website.

b) CIDAB should work with staff to develop a web page on the City Web site that provides the following resources for RNGs:

- An interactive map to connect individuals to their RNG,
- Updated brochure on how to form an RNG with the City's assistance,
- A brochure on how to, with the City's assistance, make their neighborhoods more beautiful (In English and Spanish – examples are available). See example from Salem, Oregon: http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/beautify.pdf,
- A safety brochure, with phone numbers (in English and Spanish). See example from Salem, Oregon: http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/safetybrochure.pdf,
- A flyer on ways to a better neighborhood (In English and Spanish – examples are available). See example from Salem, Oregon: http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/75%20ways.pdf,
- A who do you call list. See example from Salem, Oregon: http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/Who%20to%20Call.pdf,
- List of local city and community spaces available for RNG meetings,
- A guide to City departments and services. See example from Salem, Oregon: http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/GuideAug2010.pdf ,
- Links to relevant Benton County, 509J Corvallis School District, and OSU resources and services,
- A link to the City's Land Use education guide,

- Templates for meeting agendas and minutes, bylaws, etc.,
- Marketing and outreach strategy suggestions for member recruitment.

Examples of the content portion for many of these items are available. We expect that much of this content would be assembled by CIDAB.

8) Land Development Code and Land Use Regulations

Historically, Corvallis neighborhood associations are most active in response to proposed development in their neighborhoods. Often their involvement in land use issues comes late in the process, after the staff recommendation goes to the Planning Commission or the Historic Resources Commission. We support changes that will educate neighborhood leaders on land use law and provide for their earlier entrance into the process, with the expected benefits of:

- Improved communications between City staff, neighborhood representatives, and the developer,
- Fewer requests that are outside what is possible without Comprehensive Plan or Land Development Code changes,
- Better informed requests for land development code changes,
- Design accommodations by the developer, where possible, occurring early so as to minimize cost impacts,
- Adequate time for a neighborhood to become knowledgeable about the proposed plan.

Recommendations:

a) Annual trainings be offered for RNG leaders in land use process and land development code, "Land Development Code 101," with focus on qualifying for participating in a pre-application process.

b) CIDAB and staff work together with the Planning Commission to change the land-use development process so as to require developers to hold pre-development, pre-application meeting with RNGs prior to any applications for minor or major development proposals occurring within a RNG (done in Lake Oswego, Eugene, Bend, and other cities). This will only be effective in a framework in which involved RNG members have been trained in land use and land development code as required to maintain land use RNG recognition.

VII. COST ANALYSIS AND IMPLICATIONS

The effective engagement of community members can have significant and positive impacts on the city. While there are direct costs in the support of the public participation process, the net effect of a well-functioning public participation process increases the likelihood of decisions that are better understood and supported by the community. This process can result in long term savings in city resources. Current costs were provided by Department Directors and included in a table in Appendix II. Estimated net effects are projected on the table.

We recognize the City Council's priority of creating a sustainable budget and note that City Council must prioritize recommendations and the use of resources for public participation effectiveness.

The cost implications of this set of recommendations are dependent on a variety of factors. The one-time costs that are part of staff responsibilities in an ongoing, regularly changing City government (such as name modifications or limited changes in legal or code language) should not be included.

- Cost implications are dependent on which option the City Council decides to implement. Any choice to leave the system "as-is" has no net budget impact. The cost estimates reviewed in this analysis were provided by department directors. Actual fixed costs include the hiring of note taking recorders to prepare the minutes.

- Cost implications are also dependent on the implementation and timing of any changes. In addition, costs are dependent on the amount of work that volunteers can do by working with staff.

- In the past, the Commission for Martin Luther King, Jr. has been allocated funding (recently $10,000) for the purpose of its charge. This is the only commission that receives dedicated funding. We recommend that the newly charged Martin Luther King Jr. Advisory Board meet with their Council standing committee to review best use of these funds as a result of the proposed broadened scope of this committee and to determine the amount of funding needed to meet their charge.

Cost implications of re-organizing advisory boards and commissions (Charge 1.a. – 1.d.):

<u>1. No significant changes in recommendation/no significant cost implications: Planning Commission, Historic Resources Commission, Community Police Review Board, Board of Appeals</u>

<u>2. Limited changes in recommendation/some increases in Department staff support costs: Budget Commission, Commission for Martin Luther King Jr.</u>

- Additional Budget Commission meetings in the fall may require limited staff resources.

- Support for CMLK would be reinstituted; this support was formerly provided.

3. Mergers and combinations in recommendation/limited cost implications:
Arts and Culture Commission and Public Arts Selection Commission; Downtown Commission and Downtown Parking Commission; Planning Commission and Land Development Hearings Board.

- Combining these committees would provide limited decreases in staffing costs in supporting Departments and City Recorder's office.

4. Changes to Departmental Advisory Committees in recommendation/limited cost implications.
Capital Improvement Program Commission, Airport Commission; Watershed Management Advisory Commission, Commission on Civic Beautification and Urban Forestry.

- We anticipate a one-time cost for set-up and implementation of the changes.

- We anticipate a reduction in costs over time as committees operate in new structure (selection of members, lower replacement costs, less paperwork, efficiency of operations) in Departments and City Recorder's office.

5. Significant mergers, changes, or transfers of responsibilities in recommendation/limited impact on costs.
a. Sunsetting the Commission for Citizen Involvement and the formation of the new Community Involvement and Diversity Board. (includes addressing Charge 7)

- We anticipate a one-time staff costs for sunsetting the CCI and for setting up and starting the CIDAB. Initial staff support costs for start-up of CIDAB should be similar to staff time formerly used to support the CCI.

- If the CIDAB is going to work to implement the PPTF recommendations for its responsibilities, additional staff support will be required, up to .5 FTE staff position. This is dependent on timing for implementation as well as future year budgets.

b. Formation of the Multi-Modal Transportation Advisory Board including the merger of the responsibilities of the Citizen Advisory Commission on Transit and the Bicycle and Pedestrian Advisory Commission.

- We anticipate one-time staff costs in the Department as well as in the City Recorder's office for sunsetting and for setting up the new board.

- Once implemented, there should be either no increase in staff support or possibly less staff time required.

c. Formation of the Water Systems Advisory Board.

- We anticipate one-time staff costs for setting up this new board. The new board will require new staff support time, but given the other changes suggested in this

recommendation that impact the Department, limited staff cost increases (if any) are anticipated.

d. Other possible mergers such as the Downtown Commission and the Economic Development Commission and incorporation of economic development related activities from the Airport Commission.

- We anticipate one-time staff costs to implement any of the possible options. Over time, implementation of any of the options should decrease staff support costs and increase efficiency.

Cost implications of recommendations on formation, evaluation, revision, sunsetting, relationship to operating departments and the role of the council liaison.

(Charge 2a. – f., 3, 4)

If implemented, all of the recommendations accepted should decrease costs over time. These changes should increase the efficiency of City and Council operations and enhance the use of volunteer time and technical expertise and advice.

Cost implications of recommendations related to access and opportunities.

(Section V. Charge 5 a. – b.)

Many of the recommendations in this section can be implemented with little cost by making changes in current operating policies and procedures. Others would require additional staff support to the Mayor as well as the City Recorder's office, to both implement recommendations for one-time costs as well as ongoing staff support. Those costs will need to be built into future budget requests.

Cost implications of recommendations related to reducing the use of staff support and maximizing the use of volunteers. (Charge 6 a. - b.)

Based on the research and discussion of the Public Participation Task Force over the last nine months, we have come to the conclusion that reducing staff support while maximizing volunteers can be difficult to achieve simultaneously. We believe that over time our recommendations will significantly increase and help to maximize the use of community volunteers. However, in order to do that in an appropriate and significant manner staff support is critical. Specifically, increased staff will be needed in order to support to the CIDAB and its responsibilities in both involving community members in city operations and in providing assistance and support to neighborhood organizations.

Cost implications of recommendations related to Neighborhood Associations.

(Section VI- Charge 8)

To implement the recommended changes will over time require dedicated staff time and city resources that will have to be considered in future budget requests including the following:

- Neighborhood Empowerment Grant Program: Other communities in Oregon have and do dedicate significantly more resources to similar programs than Corvallis has done in the past. Examples include Lake Oswego, Bend, and Eugene with budgets ranging from $38,000 up to $60,000. We recommend annual funding from $25,000 to $30,000 be considered.

- Other budget support costs would include a small budget of $5,000 - $10,000 available annually to provide ongoing support to neighborhoods.

- Over time, additional staff support of approximately .5 FTE (as noted earlier) may be required to support the proposed neighborhood program, as well as support to the additional CIDAB responsibilities.

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Appendix I
Overview of Research Process

This appendix details the process the PPTF followed in order to create our recommendations and report. We did our best to gather and incorporate public input through surveys, public meetings, and public documents available on the web. PPTF Chair Kent Daniels endeavored to visit as many board and commission meetings as possible to learn about current activity. Due to time constraints, we were unable to attend meetings of every board and commission.

- Website review and phone interviews to glean best practices and ideas around public participation practices, board and commissions, and neighborhood associations with the following cities in Oregon: Eugene, West Linn, Salem, Bend, Albany, Lake Oswego, Springfield, Woodburn, McMinnville, and Ashland and cities outside Oregon: Pasadena, CA, Bellingham, WA, and Ithaca, NY.

- Phone calls to all current Corvallis Neighborhood Association leaders that we were able to locate contact information for. Below are the questions that were asked. We found 4 active homeowner's associations, 12 active neighborhood associations, 5 inactive neighborhood associations, and 7 that we could not contact due to lack of activity or accurate contact information.
    - Is your neighborhood association active?
    - How often do you meet?
    - How do you announce/advertise your meetings?
    - What would you like from the City in terms of support?
    - What types of activities do you have?
    - How do you recruit new members?
    - Do you have bylaws?
    - When is the last time you had an election?
    - Do you have a treasurer?
    - Other comments or feedback

- The Task Force received public testimony during its regular meetings and through e-mail. Numerous members of the community offered their input.

- Electronic survey to current board and commission members. 93 total responses were received.

- January 13, 2014 public meeting to obtain feedback from current board and commission members and neighborhood association leaders on strengthening the system, building community, and enhancing communication.
    - Because not all neighborhood association leaders have or check email, all current neighborhood association leaders we had contact information for were called and personally invited to the January 13, 2014 public meeting.

- Survey to current Neighborhood Association leaders and active members on the topics of communication with each other and the city, resources that would be most helpful, and types of activities and issues the groups are interested in (See Appendix II). 135 total responses were received.

- Eugene site visit on January 28, 2014 with Neighborhood Program staff and neighborhood association leaders.

- Attending the February 5, 2014 Corvallis Neighborhood Summit to provide an update about the PPTF's work and encourage attendees to provide feedback via the neighborhood association survey and through testimony at PPTF meetings.

- The Task Force met with and received feedback and ideas from the Mayor and the three Department Directors who provide support to most of the city's advisory boards and commissions. The City Manager also provided the PPTF with information provided in a written response to the task force.

- Initial draft recommendations were sent to existing advisory boards and commissions prior to the second public meeting for review and feedback prior to the final draft of the recommendations.

- April 28, 2014 public meeting to present and receive feedback on the draft recommendations. Approximately 60 community members attended and were asked to discuss the following questions: do you see any missed opportunities in the draft recommendations? Which recommendations concern you? Which recommendations do you support and are especially excited about? Feedback about the meeting included many positive comments about the discussion format.

II. Current Board and Commissions Cost Estimates

Rough cost estimates were provided by Department Directors and other city staff and assembled for comparison in the table below. A consistent methodology was not provided for the development of these estimates. However, these figures do provide a context for evaluating the proposed recommendations.

Committee	Department	Current cost estimates	Option A	Option B
Budget Commission	Finance (estimated, varies)	$20,000	$20,000	$20,000
Historic Resources Commission	Community Dev($3k per HPP)	$80,000	$80,000	$80,000
Planning Commission	Community Dev (estimated, varies)	$60,000	$60,000	$60,000
Planning Commission	Public Works	$264,760	$211,808	$211,808
Board of Appeals	Community Dev- *no data provided*			
Land Dev Hearings Board	Community Dev (per appeal hearing)	$3,000	$0	$0
Airport	Public Works- costs provided	$6,250	$6,250	$0
Arts & Culture	Parks & Rec- costs provided	$3,143	$3,143	$3,143
Bike & Pedestrian	Public Works- costs provided	$12,800	$0	$ 12,800
Capital Improvement Projects	Public Works- costs provided	$3,800	$0	$0
Civic Beaut. & Urban Forestry	Parks & Rec- costs provided	$5,366	$0	$0
Comm. For Citizen Involvement	Community Dev- costs provided	$8,000	$0	$0
Corvallis-Benton Library	Library- costs provided	$6,178	$6,178	$6,178
Downtown Parking	Public Works- costs provided	$4,170	$0	$0
Downtown Commission	Community Dev- costs provided	$14,200	$0	$14,200
Economic Development	City Manager- *est., no data provided*	$14,000	$14,000	$14,000
Housing and Community Dev	Community Dev- costs provided	$10,000	$10,000	$10,000
Martin Luther King Jr.	City Manager- costs provided	$1,800	$7,000	$7,000
Parks & Natural Areas	Parks & Rec- costs provided	$16,800	$16,800	$16,800
Community Police Review	Police- estimate, costs provided	$1,000	$1,000	$1,000
Public Arts Selection	Parks & Rec- costs provided	$1,844	$0	$0
Transit	Public Works- costs provided	$7,960	$0	$7,960
Watershed Management	Public Works- costs provided	$8,360		$8,360
Comm. Involvement & Diversity	Community Dev- estimate	$0	$10,000	$10,000
Multi-Modal Transportation	Public Works- estimate	$0	$12,000	$0
Water Systems	Public Works- estimate	$0	$8,000	$8,000
	TOTAL	**$473,431**	**$470,388**	**$495,451**

III. Board and Commission Survey Summary

Overview

The purpose of the board and commission survey was to learn about some of the current practices of boards and commissions in the areas of process and organization as well as communication with City Council and with the public. The survey also served as a forum for current board and commission members to provide feedback on areas of growth for the board and commission system.

The survey was sent in November 2013 and board and commission members were given 3 weeks to respond to the survey. The survey saw 85 total respondents with all boards and commissions having at least one member respond. The results of the board and commission survey helped to inform the recommendations. Complete survey data is available in the City of Corvallis Archives of the PPTF May 22, 2014 meeting.

Note: There are 174 total members on all boards/commissions. Some members are on more than one. The survey had a 48.9% response rate.

Corvallis Boards & Commission Feedback Survey - Themes

Process & Organization

1) Need/desire for orientation/training, 36% report having an orientation, 64% do not or are unsure if they receive an orientation
2) Strategic goal setting is needed, 42% of respondents were unsure or said their B&C does not set annual goals
3) General need for consistency in process (how to run meetings, public meeting law, annual planning/goal setting, roles of commissions, City Council liaisons, etc.)
4) Confusion on what was meant by diversity, most commissions lack racial/ethnic diversity, age diversity, and SES diversity
5) Great relationships and communication with city staff, boards and commissions are largely very happy with staff support, collaboration, and interaction, overwhelmingly positive responses on city staff, 93% report having an appropriate working relationship with city staff
6) Desire for a more inclusive, transparent process for filing vacancies
7) 88% feel valued and appreciated despite no formal appreciation/celebration process

Communication

1) Engagement with citizens is largely passive through holding public meetings, 40% do not have strategies or are unsure of strategies for collecting citizen input
2) More structured communication to City Council would help, e.g. annual presentation to Council
    a. 82% report understanding the role of the City Council liaison but 51% are unsure if the liaison communicates regularly to City Council and 72% report having adequate communication with City Council
    b. Some liaisons collect items that B&C want to have reported to City Council
    c. Remove the 3 minute timer, extend the amount of time allotted for hearing from B&Cs
3) Some respondents commented on the need for members of the City Council to demonstrate active listening during presentations or testimony. The current perception by some respondents is that testimony is not valued.
4) Interest in annual gathering of B&Cs to reduce silos and increase knowledge among B&Cs of each other's work.

IV. Neighborhood Groups Survey Summary and Raw Data

Overview

The purpose of the Neighborhood Associations (NA) survey was to compare and contrast what the PPTF had learned from other cities on the function of their NAs with the experience of active members of Corvallis NAs. The survey contained a balance of requests for responses to specific ideas and open-ended questions. Complete survey data is available in the City of Corvallis Archives of the PPTF May 22, 2014 meeting.

The initial distribution was sent to the list of leaders in the City's Neighborhood Associations, and was announced at the Neighborhood Summit convened by several of the NAs bordering the OSU campus on February 5, 2014. Of the initial 93 responses we received, about 90% were from NA members near to campus. We later learned that distribution of the survey announcement to Willamette Landing Homeowner Association, and South Corvallis, and Tunison NAs had failed to reach the intended recipients. We took this as an opportunity to get additional information on near campus versus away from campus foci, and reopened the survey to these three South Corvallis organizations. The second round received an additional 28 responses. Clearly 28 responses from South Corvallis cannot be considered to represent all of the NAs located away from campus. Our hope is that in noting the differences, we can call attention to the impact of NAs current pattern of focus on land use and the difference in needs and interests of neighborhoods across the City based on proximity to campus and neighborhood personality and interest.

Results

As indicated in the responses to question #3, "**What activities and issue areas are you interested in having your NA work on?"** there was broad agreement that NAs should work on transportation and traffic issues (81% of all respondents) and land use/development (76% of all respondents). There also was substantial agreement on a number of other issue areas:

- Neighborhood watch/public safety/crime prevention - 52%
- Neighborhood beautification (landscaping, clean ups, tree plantings, etc.) - 55%
- Block parties and social gatherings - 49% (46% near campus / 61% away from campus)
- Coordinating raking, shoveling, and other assistance to elderly or otherwise vulnerable neighbors - 48% (41% near campus/71% away from campus)

Question #5 showed broad agreement on the desire for the City providing the following resources/services:

- Annual training/orientation for neighborhood leaders
- Free meeting space
- Neighborhood empowerment grants

- Resource manual with information about land development code, meeting agenda templates, meeting minute templates, goal setting, outreach and marketing strategies, facilitation techniques, etc.

Question #7, "**What type of communication would you like to have with other neighborhood groups and the city?"** also revealed substantial city wide agreement with the following responses:

- Quarterly gatherings with Neighborhood Association leaders – 58%
- City Council liaison assigned to each NA – 53%
- Annual work session with City Council, Mayor and NA leadership – 54%
- Ability to provide a 10-15 minute annual update to Council. – 57%

A common theme, throughout the survey comments, was a desire for City Council to listen to what NAs are saying and to act upon the information they receive.

Near Campus / Away from Campus Responses

The comparison of near campus NA responses with South Corvallis responses showed some interesting differences. Note we have included percentage of respondents along with the noted responses. In the case of information that came from questions with lists of topics provided, we believe that a response rate of around 50% or higher is significant. For the open ended questions with self-identified issues, we believe that responses greater than 15% are worth noting. Analysis of the open ended questions was done by establishing categories of response and noting the number of responses that appear to fall into those categories.

Issues Important to Central NAs but not so much to Away from Campus NAs

- Code enforcement issues – 59%
- Traffic / Parking / Traffic Safety – 42% (of self-identified issues)
- Infill / Development / LDC issues – 33% (of self-identified issues)
- Foster Leadership Development / Willingness – 19% (of self-identified issues)
- Land Development Code Education / Action – 15% (of self-identified issues)

Resources Important to Central NAs but not so much to Away from Campus NAs

- Manual with information on Land Development Code and running effective meetings
- Website for your Neighborhood Association

Issues Important to Outside NAs but not so much to Central NAs

- Disaster preparedness and response – 64%
- Neighbor exchanges for neighbors to borrow items like ladders, canopies, tools, etc. – 75%
- Continue our community building activities – 26% (of self-identified issues)
- Safe Bike / Walking paths- 19% (of self-identified issues)Food Availability / gardens – 15% (of self-identified issues)
- Complaints about not being able to drag and drop – relates to question #5 and may have impacted priorities – 30%

- We already have many of these items (especially communication) – relates to question #5 – 40%
- List Serve – as a means of communication with City (low rank may relate to both South Corvallis and Tunison already having list serves independent of City sponsorship)
- Food Access – 14% (of self-identified issues)
- Free Space for Community Events– 14% (of self-identified issues)
- Love that we act for each other– 14% (of self-identified issues)
- Speed Control Measures (SE 3rd) – 14% (of self-identified issues)

Resources Important to Outside NAs but not so much to Central NAs

- Yearly dumpster service available for neighborhood clean-ups

V. Board and Commissions Changes: Options Chart

We acknowledge that City Council must prioritize recommendations and the use of resources for public participation effectiveness. The table below provides alternative options to create more comprehensively charged advisory boards.

- The three committees on the far left are the three City Council standing committees. (See recommendation under Charge 2b.)
- All current advisory boards and commissions are listed in the column on the right side of the page.
- A change of scope or a new advisory board is indicated in **BOLD**.
- We assume that Departmental Advisory Committees are not included on the boards and commissions list and will be more cost-effective than currently organized.

	Option A		**Option B**		**No changes**
	4 commissions 11 advisory boards ***Total*** 15, plus 2 departmental advisory committees		4 commissions 12 advisory boards ***Total*** 16**,** plus 4 departmental advisory committees		Total advisory boards and commissions: 22
Human Services Comm.	**Arts & Culture Advisory Board** (merge Public Art Selection) **Community Involvement and Diversity Advisory Board** (expand scope, sunset Committee for Citizen Involvement) **Civic Beautification & Urban Forestry Departmental Advisory** Corvallis-Benton County Public Library Advisory Board Housing & Community Development Advisory Board Martin Luther King, Jr. Advisory Board Parks, Natural Areas & Recreation Advisory Board Police Review Advisory Board		**Arts and Culture Advisory Board** (merge Public Art Selection) **Community Involvement and Diversity Advisory Board** (expand scope, sunset Committee for Citizen Involvement) **Civic Beautification & Urban Forestry Departmental Advisory** Corvallis-Benton County Public Library Advisory Board Martin Luther King, Jr. Advisory Board Parks, Natural Areas & Recreation Advisory Board Police Review Advisory Board		Arts & Culture CBUF CCI MLK Library Police Review PNARB Public Art Selection

continued	**Option A**		**Option B**		**No changes**
Urban Services Comm.	Appeals Commission (Board of Appeals) **CIP Departmental Advisory** Historic Resources Commission **Multi-Modal Transportation Advisory Board** (includes Bicycle & Pedestrian, Citizen Advisory Commission on Transit, possibly Downtown Parking) **Planning Commission** (merge Land Development Hearings Board) **Water Systems Advisory Board** (merge Watershed Management Advisory Commission)		Appeals Commission Bicycle & Pedestrian Advisory Board **CIP Departmental Advisory** Historic Resources Commission Housing & Community Development Advisory Board **Planning Commission** (merge Land Development Hearings) Transit Advisory Board Watershed Management Department Advisory **Water Systems Advisory Board**		Appeals Commission Bicycle and Pedestrian Capital Improvements Program (CIP) Downtown Parking Housing and Community Development Historic Resources Land Development Hearings Planning Commission Transit
ASC	Airport Advisory Board Budget Commission Downtown Advisory Board Economic Development Advisory Board		**Airport Departmental Advisory** Budget Commission **Economic Development Advisory Board** (merge Downtown Comm.) **Option C: Downtown Advisory Board** (merge with Downtown Parking) **Option D:** Economic Development Advisory Board (merge economic matters of Airport Commission) **Option E:** Economic Development Advisory Board (add liaison from Airport Advisory Board)		Airport Budget Downtown Economic Development Watershed Management

VI. Example of suggested minute taking format and orientation

Suggestions related to Board and Commission member orientation

1. Any orientation or training for new Board and Commission volunteers needs to include a component that emphasizes the public nature of their role as quasi-official city representatives. Anything individual members say at their meetings, or to the press, or in other contexts can and likely will become public knowledge and/or record. Meeting minutes, for example, are public records.

2. Training should emphasize the expectation that boards and commissions respect the work and roles of other boards and commissions.

   • Refrain from remarks that negatively characterize, belittle, or otherwise denigrate the work or motives of others.
   • Encourage regular and ongoing communication among boards, particularly when one board embarks on work that may affect or involve the roles and activities of another or others.
   • Seek to directly address and resolve perceived conflicts and concerns about work of other boards via chair-to-chair communication whenever possible.

3. Training should also emphasize that collaboration between boards is strongly encouraged and welcomed.

4. City Councils establish new boards to advise them on issues deemed significant and important for the full community. This does not mean a new board is therefore more important or valuable than other advisory boards, which were established by previous councils on the same premise.

Suggestion for minute taking format (next page)

CITY OF CORVALLIS
(name of Board or Commission) Minutes
Date/Time DRAFT

Members present		
Members absent		
Staff		
Visitors		

Agenda Item	**Key Discussion Points**	**Action* Or Information Only**
1. Welcome & introductions, Chair	• The meeting was called to order at _____. •	•
2. Visitor's propositions	(name of speaker): • (name of speaker) •	•
3. Item, person responsible	• •	•
4. Item, person responsible	• •	•
5. Item, person responsible	• •	•
6. Next agenda, Chair	• •	•
7. Adjourn	• The meeting was adjourned at _____.	

Respectfully submitted, Chair

Next Meeting(s):

Attachments:
* Record the maker of the motion. Note decisions made by consensus.

Respectfully submitted, Chair

Next Meeting(s):

Attachments:
* Record the maker of the motion. Note decisions made by consensus.

Appendix VII
Board/Commission Annual Report and Proposed Work Plan Template

(Date) Corvallis (name of advisory board/commission/TF)
Annual Report and Proposed Work Plan:

Try to limit to one to two pages; addenda are optional.

Members:
Staff/ Council Liaisons:

Purpose/Mission (from enabling ordinance):
Example: Advises the City Council and Planning Commission on transportation related issues and works with City staff to proactively plan for a transportation system that enhances Corvallis livability, character and natural environment.

Prior Year Report:
Work completed
Recommendations, reports, projects, major issues resolved
Work in progress
Recommendations, reports, projects, major issues under review

Next Year Proposed Work Plan:
Regular work (ongoing or annual)

- List by task, project or goal

Description may include timeline, needed resources beyond standard, expected result

- Ex.: <u>Review annual Traffic Mitigation Report and make recommendation to Urban Services</u>

Receive report and recommendation from staff in September, discuss and receive testimony September and October, submit recommendation to USC in November

Special work for this year

- List by task, project or goal (new or continuing?) Description may include timeline, needed resources, expected result
- Ex.: <u>Begin discussions in preparation for revision of Plan for Upgrading Streets to Code</u>
    - Review existing plan and data concerning results and concerns
    - Implement first steps of public outreach and review
    - Develop a plan for public outreach and review
    - Receive staff's first draft of plan
    - Resources include scheduled staff time, budgeted costs for public meeting
    - Eventual results should be a cost-effective plan to improve safety on neighborhood streets

Resources:
Were resources (staff, volunteers, funds) adequate to complete your work in the prior year? Why or why not? Are different resources needed to meet your proposed work for the next year? If not, what changes do you propose?

Appendix VIII
Themed public comments from Public Meeting #2

Complete minutes from the April 28, 2014 public meeting are available in the City of Corvallis, Archives of the May 15, 2014 PPTF meeting, page 13.

Sorted by City Council Charge

Charge: The Task Force will consider the issues below in their study and deliberations. The Task Force will develop alternative options to recommend to the City Council for improving the effectiveness and efficiency of the City's board and commission system.

1. The number and scope of boards and commissions

a. Combining boards, addressing gaps

i. Consistent use of committee names

- The definitions of advisory committees, commissions, and task forces are nice. Gives more clarity and consistency to the process.
- Clarification of definitions is good. Consistency allows for how much a citizen
  wants to get involved-participate.
- The changes in names are clarifications of authority . it would be clarity to the process. It makes for reasonable expectations. Step in the right direction. I don't really know what our authority is.

ii. Reducing number of advisory boards and commissions

- Lessen committees 13 vs. 22 - makes sense
- Reducing the number of boards and commissions provides less opportunity for involvement and creates less opportunity for specialization
- Concern is that things are very hard to get things done, things take so long to accomplish with city government, feels that they will get less done by being part of a larger group as a result of having members with different goals and interests, competing interests means less will get done, if you can't reach consensus you can never make a recommendation
- If you have larger commissions, there are more subcommittees, more meetings, and more work
- I would rather focus on my specific interests than to have my interests spread out more.
- Why is it a problem or not a source of pride that we have more commissions than other cities? If they don't need to. What is the scope of the problem? What is the source of the problem?
- Combining of commissions: more work for commissioners? Don't overwhelm.

- The PPTF did a good job combining groups. Nothing was missed.

iii. Visualizing proposed changes

- Have a scheme of what are all the boards and commissions, have a chart of the standing committees, it's not always clear how standing committees and boards and commissions relate. Create an organizational chart of how the city operates and works.
- Wanted flow chart to understand how current boards and commissions are related to City Council compared to how new would be

b. Specific areas of advisory boards and commissions

i. Airport

- Don't understand proposed changes to Airport Commission.
- Airport Commission will need to talk at their next meeting and send in feedback late next week.
- Airport Commission is concerned with Option B- it is a self sustaining commission and should remain a stand-alone commission and not a Department Advisory Board.
- Airport Commission is self-funded by federal money plus fees paid by airport users - no chance to save money there.

ii. Arts, Beautification, Parks

- Arts and Culture/PNARB/CBUF/Downtown Arts should all be one commission (just one commission for Parks and Recreation) and have sub-groups that deal with the specifics.
- A lot of beautification groups could be consolidated – arts, CBUF.
- The Public Art Selection Commission could operate as a subcommittee of the Arts & Culture Commission. But, in general, merging groups will mean a loss of voice for some.

iii. Budget

- Budget Commission - Talk about getting discussion earlier. Would that just make for lots more meetings all year? (Not necessarily, for example LBCC has a November meeting about the big challenges and concepts. This informs the administrative development of budgets)
- Should the budget commission do all the advising?
- Likes recommendation for Budget Commission.

iv. Diversity, Inclusion, Involvement

- Where is the city's investment in diversity? I have not seen any point person for diversity with the city. Who has responsibility for supporting each advisory committee or commission? All of the advisory

committees and commissions need to have a city staff member with job duties aligned with the advisory committee or commission.

- I'm wondering if there are enough people to fill the spaces in the boards and commissions. What is the rationale for merging? Does it have anything to do with not having enough people to fill the spaces?
- CIDAB- Diversity should be replaced with Inclusiveness. Diversity has a specific meaning and that is not the intent of this group.
- Like CIDAB - good to encourage broad citizen involvement
- CIDAB Group can't meet the needs of the list to support the RNG's. Seems that would be staff work and not the work of volunteers (i.e. create website, etc)
- Like CIDAB. Likes the focus on outreach and helping folks feel comfortable in approaching government.
- Still lots of work to be done – CIDAB.
- MLK Commission not very active commission and now broadening scope, feels it should be a part of a diversity board (sub-group) not a stand-alone commission (a part of new CCI)
- CCI should merge with MLK Commission
- MLK – could someone tell me about this? Promoting diversity is good, but ghettoizing it might be a problem, it could keep the issues of diversity out of the other committees.
- MLK Commission is very, very specialized, why was it not merged?

v. <u>Economic Development, Business, Downtown</u>

- Downtown Corvallis issues will not get addresses if the new system is put in place.
- Downtown Commission works on more than just economic items and that body of work may be lost if the Downtown Commission combines with Economic Development, they talk about housing downtown, signage, accessibility downtown, etc. Will this work be able to be continued?
- The Downtown Commission does very specific work.
- The Downtown Parking Committee is part of the Downtown Commission and its very specific issues that the Downtown Parking Committee works on. If we're looking for citizen involvement, having narrower focuses is helpful so where people know where to go.
- Downtown Parking is already a part of the Downtown Commission- should not be a recommendation because that is already the case.

- Would like to have seen the Economic Development Commission more fleshed out and what additional work they could take on being addressed.

vi. Putting the Downtown Commission under the EDC would be a disservice to the downtown. The EDC is about bigger picture economic issues. We'll lose the heart of the downtown by putting it under EDC. There are issues specific to the downtown that need to be addressed; they would get lost under the EDC. The Downtown Commission is a neighborhood-based commission, a combination of businesses and residents.

c. Planning

- Planning Merge with Land Development is good.

d. Public Safety

- Public Safety Advisory Board is vague- not sure it is needed
- We don't have an advisory board for the Fire Dept.
- The Community Policing Forum is advisory to the Police Dept., and they are adamantly opposed to merging with Public Safety. I'm not a fan of getting greater efficiencies by merging boards and commissions.

e. Transportation

- Overarching Transportation Board is a good recommendation (will ensure better communication and planning with all groups together).
- Transportation could be 9 members with each 1/3 have a representation of 3

- Use liaisons between transport groups.
- Like - Transportation – the possibility of review of road construction early on.
- Like Opportunity to merge all transportation committees into one.
- Makes sense to have parking as part of Transit.
- Concern about how new Transit Board would function and still be able to maintain the voices of the boards that are merging into it.
- Downtown Parking Commission is really more focused on traffic and transit, which should be kept under the Urban Services Committee, rather than the ASC. Also, it should continue to meet on an as needed basis. The issues it deals with are very specific. It could be part of the proposed Transportation Advisory Board.
- BPAC
    - Would cars be the 800 lb gorilla? Would parking really be included in Transportation Advisory Board? Maybe that would be a distraction. Transportation should include how do you reduce car traffic, the need for parking?
    - Has concerns BPAC. However, maybe the combination suggested might be a good way of making sure that bike and pedestrian interests are heard in the context of all transport decisions.
    - She notes the need to have a 21st century vision for public transportation. She notes that staffing changes in recent years have led to staff less focused on bike transit. Thus the proposed merger comes at a particularly

bad time. She complained that currently staff is not following procedures established in the past to bring items through BPAC.
    - Will there be an adequate voice for bicycles on transportation--he is afraid that the BPAC voice will become ambiguous; Currently Corvallis received the Gold level from American Bicycle League because we have an active bicycle advisory. If combined will we stand the chance of losing this level.
    - Implications if Bike and Peds is consolidated? Bike and Peds tend to be given second place to cars. The new one is a jump, a leap of faith. If they combine into transportation broadly – it would be interesting to see the composition of the body. Would it just be people interested in parking and cars?
    - Bikes and pedestrians do not have same interests.

f. Water

- How do building plans fit in with Water Advisory Board- does not fit and does not make sense.
- The idea of simplifying appeals to me, but, as a novice, I think that the proposed efficiencies and streamlining may be enough to get us where we want to go. I think having a Water Systems Advisory Board is important, and it's going to be increasingly important.
- Like - Water Systems Board
- No need for a Water Advisory Board- there is no need. Knows where this recommendation came from and it is not a widely shared concern.
- Watershed
    - Watershed should be a part of the Water Board.
    - WMAC doesn't want to be included in Water Advisory Board. Not a fit for them. WMAC is about Forest Management. Putting them in with a Water group would make their role a small one in a group that doesn't deal with similar issues. Would be willing to look at becoming a DAB. Prefer staying as is.
    - Doesn't like WMAC becoming a DAB. They work on issues that public is interested in. People can't go into the Corvallis Forest. As a DAB they wouldn't have to meet open meeting laws. Likes idea of a subcommittee of Water Advisory Group.
    - Watershed as a Department Advisory Board is a good recommendation.

g. What is missing from the recommendations?

- We seemed to be missing anything that addresses City Energy and Resource Use. No concise way for citizens to advise the City on this topic.
- Make task force on communications.

- Lack of discussion about energy use and greenhouse gasses and how the City will work to reduce.

h. Department Advisory Committees, Subcommittees

- How could subcommittees be used to do some of the work for the whole board?
- These recommendations will require more staff time with the additional boards and now sub-committees.
- It's important to define what they are and who they report to, who are they advising? How is the advice received?
- Concern about loss of public meetings when commission turns into an Advisory Board.
- Concern about Department Advisory Boards- what is the notice meeting process, who would appoint and what does that process look like, concerns department directors would stack the advisory boards with like-minded people.

i. Advisory boards and commissions – general comments

- Need different levels of public participation that require various level of time commitment.
- What is the meeting schedule that makes sense for each group? Not all groups need to meet monthly.

2. The formation, evaluation, revision and sunsetting processes

a. Appointment

- Overarching boards should have even representatives from the sub-groups so not one issue/viewpoint dominates the bigger boards that have sub-groups. Have to be thoughtful in the appointment process.
- I resent telling the mayor how he or she should do their appointments for boards or commissions.
- I don't really like having the Mayor do all the appointments. I think there needs to be a better process for the appointments.
- It's good to have recommendations go to the Mayor for the appointments.
- More transparent openings/advertisements for Board and Commission appointment process.
- Question about a non-resident having a voice, but no vote. A community member works here and has a business here, but does not live here. - perhaps they could be on an advisory.
- Maybe make a commission fluid. Example A commission could have 8, with 4 be consultants or "on call" for their specialty.
- He has served on non-profits where the board members jobs were to interview a person with a specialty vs. having the person on the board. The board member

would report back the information. It simplified having people coming in and presenting all the time.

- Like - Better publication of openings on Boards.
- Like - Access and opportunities. Happy with focus on outreach to make volunteer opportunities known.
- Do not expand boards to include a non-voting member outside of Corvallis- there is no real need to rationale.

b. Work plans/reports to Council standing committees

- Is Goal setting really needed?
- Report back to council quarterly vs. once a year - a written report.
- Some people are action people and some people are goal people.
- How would the relationship between the standing committees and boards and commissions work? The check in process might keep the boards focused on work (example: making sure that the TAB didn't just focus on car issues, but continued to keep transit and other issues considered).
- Report needs to be clearer about tie between council goals and board goals.
- Sunsetting is not defined.

3. Relationship with City operating departments

- What is legitimate city business versus work for the commissions and boards to do? What should city staff role be? What is a professional role for the city the play? What is a reasonable amount of work for a board or commission to do? Make sure that the amount of work that is put on boards and commissions is reasonable. Make sure that work load is sustainable for boards and commissions.

4. Council liaison role

- Liaisons positions important
- Council liaison – what does that mean? Those are city councilors. More clarity would be good. It might be better to have the relationship between the advisory board and the standing committee.
- The proposed change in boards strengthening relationships with standing committees would help.
- The council liaison position could go away.
- All those meetings for city councilors – how do you do all these meetings?

5. Opportunities to advise the City Council

a. Training/orientation

- Trainings should be available to everyone, but shouldn't be mandatory.
- 101 guides on participating is a good thing if done right.

- Likes big picture about streamlining. Also, looking forward to getting guidance on how to react to public and learning about records requirements. Learn about what's legal.
- From PC: it would be really helpful for us if community members had better access and understanding of land use issues.
- These recommendations are good. I didn't have a clue. After 2 meetings, and no orientation, I was made vice chair.
- Clarifying questions about orientation and training: new members only, or also for recruitment? It could be a good tool.
- There could be a 'TED' talk about an advisory board, so people know what it is about. Videos about each B&C.
- Encourage various advisory boards to attend meetings of other advisory boards. Go to the community; don't necessarily expect people to come to public meetings.
- Some communities show a film for jurors, so you know in advance what is going to happen and why. That could be good for advisory boards. It wouldn't require everyone to come together. What we have now just isn't working.
- It would be good to have a video about giving public testimony. In person is good, but a video would be available any time. A good recruitment tool.
- Orientation needs to be clear. Outgoing chair needs to bring along the new person.
- We need to have a shared community-wide calendar so different groups can see what's happening and they can coordinate their activities. An annual meeting of boards and commissions would enable people to do this.
- Currently there isn't adequate training.
- It would be useful if one of the outcomes was an educational video that Citizens can view to serve as an entrée into engagement. This would be useful for new community members as well as folks becoming vaguely aware of the possibilities.
- No orientation makes the group more dependent on staff. That is inefficient. There needs to be more transparency, more clarity.
- Likes the idea for B&C training for chairs. As an example, offer a webinar so it can fit into the lives of people with busy schedules.
- What is the process of our city government? All felt that a "101" class in city government process was a good idea from land use to presenting an idea correctly, and using the correct language to council.
- City councilor training should be mandatory.
- Citizen 101 request should include how to organize and establish an RNG.
- You may not be prepared if a development comes up AFTER a required training that you haven't attended.

b. Use of the term community member to replace citizen

- Did not like the change of the word citizen to community member

- Like the change to community member.

c. City Council

- I would like to see more diversity on our City Council, it's important to bring people up from various levels of community leadership.
- I'm concerned when we only have one City Councilor run for a seat. Part of the goal for this was to increase participation, correct?
- If City Council was a paid position, it would be more diverse.
- If businesses gave people time off to participate in City Council or encourage people to publicly participate, there would be more diverse representation.

d. City Council and B&C meetings

- A recommendation from the task force that B&C meetings be held at a more friendly time. (example Bike/Ped meets at 7AM)
- Create some structure and transparency around the agenda items and goals that the City and boards and commissions work on, how are these items decided upon? Who can suggest agenda items, what are the pathways for a person to suggest agenda items? Sometimes the agenda items come from City staff, sometimes they come from City Council.
- Southtown block parties- they talk about lots of issues; different settings are good.
- Like The possibility of translation for participants.
- Offering translation service is a budget issue – not a PPTF issue.
- PC has a large workload. Depending the intensity of the project, difficult to plan for workload and length of meetings – how could childcare work?
- I like the narrative minutes. I skip through things that don't interest me, but I want to see details. The PPTF minutes aren't informative to me. They make it hard to decipher what happened.
- All meetings should be publicized and open. You will only get people attending because something is close to their heart, close to their life.
- All meetings should be audio recorded, that way minutes don't have to be taken.
- Larger meetings, child care, suggest investment in food for children.
- Flexible meeting times- how do you get everyone as part of the circle? I have young children. It's difficult when a meeting is at 7 am.
- Like the idea of green, yellow, red light as opposed to 3 minute timer with the chime that is disruptive. Like the idea of a more subtle time keeping mechanism.
- I like the idea of having different locations for City Council meetings, get out into different communities.
- Could City Council have meetings on campus? Have a City Council meeting in Milam Hall, that would be kind of fun.

- How are agenda items decided? If council raises an issue, how does the city assign that? How are agenda items selected and decided upon?

e. Communication

- Better communication as stated in power point. Do all new boards and commissions have recording requirements so notes can be viewed by others? Would like this piece of public record preserved.
- Reaching university students – what methods should be used?
- How did you know about this? Emails, through affiliation. Public participation: if I weren't already involved I might not have known about this meeting. Could there be flyers? The city doesn't have an active Facebook presence, so can't do that kind of notice.
- It will be interesting to see what methods are effective to reach diverse groups: renters, low income, etc.
- Recommendation that elected officials use City email and not personal emails. More transparent.
- Are you sure the commissions should be changed? Process for reporting to council and council actually listening needs to be better.
- Is the issue that City Council does not listen, not that the current system is not effective?

f. Group testimony

- Also, community groups should have equal time with a developer.
- I like the idea of having a group present testimony as a united front vs. repetitive testimony from individuals.
- A group could organize a presentation and present it as a group.

g. Guiding Principles

- Creating a community friendly atmosphere so folks feel welcomed to attend meetings.
- In Charge V, make it clear that guiding principles and associated recommendations will apply to all board and commission meetings.
- Like the Guiding Principles, a Respect as a stand-alone (in diversity sentence).
- In the Collaborative Democracy section, part 3, clarify who the staff contacts are for boards and commissions so community members know who to notify if they and their group plan to make a group presentation

h. Technology

- I have tried to find stuff in the website, it really needs to be more accessible.
- Can city council packet be provided in specific sections, not just the whole thing?
- Likes the idea of increased access to City information on website- improve website especially searching archives.

- Audio files seem to currently have a problem.
- In general, make sure the projector works and that community members know who to contact if they want to use the projector for their testimony.
- Technology excludes people of age and ethnicity.

i. Volunteers

- The new recommendations will limit the opportunity for volunteers to do their job
- The goal is not to (should not be to) burn people out in boards and commissions before they have the opportunity to run for City Council. Developing our community members as leaders is important.
- How do the boards and commissions and neighborhood groups fit into city government as a whole?
- Be sure this work preserves the opportunity for volunteers to make decisions.

j. General comments about participation and advising Council

- Like the overall conversation about having public participation as a topic of conversation. Suggests that we follow through on any issues and provide means by which issues can come up and be dealt with in the future.
- There needs to be lots of ways for public participation, not only through boards and commission. Having larger scopes for boards and commissions would mean that you'd have more work and more likely to only have retired folks interested in serving on boards and commissions. Try having events that are one time things with food and childcare that people could come to get involved.
- It is possible people from Corvallis want to participate too much and can't get anything done.
- If you go back to an earlier time: village meeting. This is a way to make democracy work better in our time using current tools.
- We need to take this to the kids, to the schools. They need to know the importance of public participation. Let's broaden this to everyone.
- We have an engaged population – at least some groups, but not all. We need to reach all. Not everyone needs to go to a boring meeting and watch a PowerPoint – we need to do it in ways that don't give us barriers.
- For a lot of our community members – they just don't think they could be involved. They might be concerned because some are international, speak another language, or may be undocumented.

6. Cost factors

- What's missing is a budget. The recommendations need associated costs. How much is currently being spent? Each of the 3 options on the chart needs a cost breakdown.
- Surprised that the work did not include an estimate of what it costs to operate the current boards and commissions compared to what the new cost will be.

- There is a lack of discussion about cost savings, want to see more clearly where the cost savings will happen.
- I don't think there's going to be a significant enough fiscal impact to justify making the changes in boards and commissions that are being proposed. The way we're doing it now seems to work, and we're not going to save much money by making changes. We won't really see much in terms of cost savings, but we could be more efficient if the streamlining recommendations were implemented.
- RNG recommendation is very costly for the City.
- Offering translation service is a budget issue – not a PPTF issue
- Efficiency can free up time and this is good.

7. Committee for Citizen Involvement

- CCI - underutilized, members meet infrequently and don't know what they're supposed to do - currently no staff support - staff member is clearly too busy to help them - group non fulfilling its purpose.
- CCI should merge with MLK Commission.

8. Neighborhood associations

a. Registered Neighborhood Groups

- I like the basic framework for organizing NAs. I like having focused staff time for answering questions from NAs. It would be nice to have someone on staff to answer your questions, such as detailed land use questions.
- I'm excited about giving formal recognition to NAs. The City has no recognition of them, except for fees for Land Use appeals. I agree the requirements should be lower for RNGs. When there's a citizen organization that represents a specific community, like Casa Latinos Unidos, or a grassroots group like the Infill Task Force, they should be able to get recognition as a Registered Community Group, and we should open up the opportunities to them, as well.
- One of the benefits I like is formalized updating of contacts. This needs to be part of the process. There's no longer a City ombudsman position that people can take their problems to.
- Excited about RNG's and the opportunity. This information being online would be awesome.
- Neighborhood group meetings need to be open and advertised and each RNG needs to be a group representative of the neighborhood.
- I liked many of the recommendations for the neighborhood groups, gives more structure and guidance, encourages it to happen, it's good to be more planful about neighborhood group formation, gives more information about what neighborhoods could be doing.
- RNGs, needs and concerns: A place to hold meeting. The fire station makes us pay. What if they reduce the price? Lower income neighborhoods still can't af-

ford. Some community areas that don't feel empowered can't get informed. Are some neighborhoods left out in the decision-making process, i.e. land use. It appears there is a gap for neighbors to voice their concerns. Do Neighborhood Associations have a closer association with council vs. a Neighborhood Watch? Would a neighborhood that is not an RNG still have a voice?

- Like - RNG's recommendations, especially the list serve (Google groups).
- Could we find a way to engage businesses into RNGs? (This led to a bit of a discussion focused on this being a good idea.) Seconded businesses in RNG's.
- RNG required list is too extensive and quarterly meetings for RNG leadership is too frequent (makes once or twice a year)
- I have a problem with RNGs. It seems like there are a lot of requirements for a group to become an RNG, especially for smaller NAs. It could exclude some smaller groups. There are hoops to jump through for not much benefit.
- Feel recommendation for the RNG's is dictating a lot of requirements.
- RNG recommendation is very costly for the City.

b. Empowerment grants

- I'm excited about the Empowerment Grants. I'm interested in connections throughout the community, getting to know neighbors next door and across the community.
- I'd like to use the Empowerment Grant to paint the curbs. When road repairs were done on my street, they failed to paint the curbs. So the students park everywhere.

c. Predevelopment meeting

- Developers would appreciate having the dialogue with neighbors, so they would know up front what people want instead of the developer having to go back to the drawing board later in the process.
- The process without having a pre-development meeting with the Union being built worked well. The iterations that took place worked well. The changes were made based on public input. I don't think the pre-development, pre-application meetings are needed. The Union is a project with a large footprint and a potential large impact (290 beds in the Union) and the process produced changes that have greatly reduced the impact of the building. The process was very open and worked well.
- Earlier meetings with developers is good.
- We don't feel the training should be required or that the pre-development, pre-application meeting is needed because the process seems to work well already.
- The goal of the meeting between developers and neighborhood groups is to develop a collaborative and constructive framework, to create a better understanding

of neighborhood concerns. The attitude should be, "We're here to make things as neighborhood-friendly as possible."

- Having neighborhood groups meet with developers would require a change in the code.

f. General comments on neighborhood needs/issues

- Like - Free Meeting spaces
- Like - Neighborhoods. Whole section. Empowerment. Gives neighborhood more of a voice and incentive to work towards something. Communication liaison. Trainings.
- Neighborhood groups are a great way to foster initial involvement in the community. Neighborhood groups are a comfortable level of involvement. Neighborhood involvement could be the beginning.
- Helping with mailings isn't needed, and liability insurance coverage isn't needed. There's a concern that the city might take over NAs. We want to stress maintaining our autonomy. Free meeting space is essential, and bringing NA leaders together is important.
- What mechanisms does a neighborhood, that is not in place RNG, get represented?

  In the recommendation regarding having neighborhood groups meet with developers as the first step in the development process, what is the purpose? Where would the meeting between neighbors and developers happen in the process? This section needs more detail.

General comments about PPTF, recommendations

a. Overall recommendations, document

- This is a comprehensive plan.
- Did the PPTF base the recommendations on theory or reality?
- The PPTF work is overshooting.
- I'm generally excited about the report as a whole. I think there will be good outcomes.
- Overall, it's a very good effort.
- It's comprehensive, has good content, and represents a lot of hard work.
- This is the best study of the issue we've had in a long time.
- I wondered about the rationale behind the options; there needs to be justification presented for each option.
- Wow, took on a lot of work, impressive scope.
- Walden Pond, Thoreau tells us to simplify, simplify, simplify – these recommendations seem to make things more cumbersome and not as simple.
- No changes to anything suggested.

b. Specific changes to document, details

- The task force should find a better definition for decision-making.
- Strive for consistency, clarifying, training, expectations. Format of minutes a good idea.
- Clarifying question: the numbers don't seem right on the proposals: department advisory committees aren't counted in the totals.
- Would like to see the introduction relate to world changes and our needing to live differently. Would like us to include how this reorganization can serve the needed changes.
- Chart needs clarity - more clear on which are merging. What does bold type mean on Chart?
- Numbers of commissions in don't add up.
- Include a draft of the minutes template in the recommendation to council (was missing from the draft recommendation and people wanted to see the template to determine if it would fit the needs of their commission)

c. PPTF process

- Liked the PPTF process, asked lots of questions, did surveys, encouraged feed-back through public meetings.
- Did anyone visit all of the boards and commission meetings to see and understand what they do?
- Process not objective if a current board can complain and have decision to merge be changed.
- There seemed to be a disconnect by some members of the boards and commission of why the questions on the PPTF survey were there?

d. General comments

- Could the task force put together some priorities about what is most important?
- I like the way the Corvallis Sustainability Coalition has structured their groups in action teams, each with a specific focus. That way, people with specific interests can give input. We need to use the Sustainability Coalition as a way for people to provide input.
- How do the boards and commissions dovetail with city government? How do neighborhood associations become a functional part of city government? How do we nurture community leaders to becoming government leaders?
- It feels like we don't have enough preparation to the document to be able to comment.
- City policy is very new to me, just taking in information.
- Streamlining is great. This would increase communication and increase opportu-nities.

DIFFERENCES BETWEEN WHAT PPTF SUBMITTED TO COUNCIL ON MAY 22, 2014 AND THE FINAL JUNE 9, 2014 REPORT TO BE DISCUSSED AT THE COUNCIL WORK SESSION

From: "Annette Mills" <amills@[redacted]
Subject: PPTF Report in City Council packet - wrong version
Date: June 3, 2014 at 4:39:54 PM PDT
To: "'Kenton Daniels'" <kentonofbenton@[redacted]

Hi, Kent –

I just noticed that the version of the PPTF Report that was included in the Council packet and in the Archives section of the City website is **not the final version**. There are some key items missing from the next-to-last version, which is the one that appears in the packet and on the website.

Here are the main differences between the FINAL version (attached) and the packet/website version:

1. Many typos (misspelled words, inconsistencies, formatting issues, etc.)
2. Page 12 – Missing description of what the CIP Commission does.
3. Page 19 – Missing a phrase ("Pending approval of our recommendation under Charge 2b").
4. Page 19 – "+ 1" instead of "numbers of staff in attendance".
5. Page 21 – First paragraph under "Departmental Advisory Committee" omits "would be appointed by the Mayor and" before "department directors".
6. Page 22 – Chart is missing "with City Council confirmation" and distinctions between Mayor and Council appointments under "Commissions" heading.
7. Page 52 – Chart is missing correct options for Economic Development Commission

Since I spent about 7 hours fine-tuning the report for prime time, I'd like to make sure Council has the correct version prior to their work session.

Please submit the FINAL version to Carla (attached), and ask her to post this version on the City website. Also, please copy me on your email to Carla.

Thanks,

Annette

City of Corvallis Public Participation Task Force

Final Recommendations

Approved by PPTF May 22, 2014 - Submitted to Mayor and City Council June 9, 2014

PUBLIC PARTICIPATION TASK FORCE

Community member volunteers:
Kent Daniels, Chair
Annette Mills, Vice Chair
Emily Bowling
George Brown
Lee Eckroth
Becki Goslow
Rocio Muñoz
Brenda VanDevelder

City Council volunteers:
Councilor Penny York
Councilor Richard Hervey

Staff volunteer:
Mary Beth Altmann-Hughes

TABLE OF CONTENTS

I. DEFINITIONS AND ACRONYMS 3

II. CITY COUNCIL GOAL AND CHARGE TO TASK FORCE 5

III. GUIDING PRINCIPLES FOR PUBLIC ENGAGEMENT 7

IV. BOARDS AND COMMISSIONS 9

V. ACCESS AND OPPORTUNITIES 25

VI. NEIGHBORHOODS 29

VII. COST IMPLICATIONS 39

APPENDICES:

I. Research Process 43
II. Current Board and Commission Cost Estimates 45
III. Board and Commissions Survey Summary 46
IV. Neighborhood Groups Survey Summary 48
V. Board and Commission Changes/Options Chart 51
VI. Example of Suggested Minute-taking Format and Orientation 53
VII. Annual Report and Work Plan Template 55
VIII. Themed Comments from PPTF Public Meeting #2 56

I. DEFINITIONS

Advisory Board – A standing committee of community residents, appointed by the Mayor, to provide advice and information to the City Council on a specific topic of City relevance.

City Council Liaison – (See City of Corvallis, Council Policy Manual 2.08.010.) A City Councilor appointed by the Mayor to serve as a liaison to a City advisory board, commission, or task force for a specific time period. Council liaisons serve to establish two-way communication conduits between the full City Council and the groups. In most cases, liaisons are not voting members but information-sharers for the City Council.

City Council Standing Committee – Permanent committees that address the range of issues coming to the City Council for consideration. Committees are Administrative Services, Human Services, and Urban Services, each of which consists of three Councilors.

Commission – A standing committee to which the City Council has delegated decision-making authority, such as the Planning Commission and Historic Resources Commission.

Community Involvement and Diversity Advisory Board (CIDAB) – A potential advisory board, recommended in response to City Council Charges 1b, 1c, 1d, 7, and 8. Would include functions of current Committee for Citizen Involvement, responsibilities related to work with neighborhoods, and other duties.

Departmental Advisory Committee – An ongoing administrative or technical committee appointed by City department directors to work with City staff on matters involving specialized expertise or a very specific area of concern. (See page 22.)

Registered Neighborhood Group (RNG) – An organized group of neighbors, including but not limited to neighborhood associations, which shares interest in their neighborhood's quality of life. RNGs would be officially registered with the City. (See Section VI.)

Sunsetting – The process by which the City Council reviews most advisory boards to ascertain whether or not they should continue to function.

Task Force – A committee formed to achieve a particular goal with a specific charge, usually serving for a limited time. Often established by City Council resolution, usually appointed by the Mayor, but sometimes established and appointed by department heads or staff.

ACRONYMS

AAB	Airport Advisory Board
AC	Airport Commission
AC	Appeals Commission
ACC	Arts and Culture Commission
ACAB	Arts and Culture Advisory Board
A/DAC	Airport Departmental Advisory Committee
BA	Board of Appeals
BC	Budget Commission
BPAB	Bicycle and Pedestrian Advisory Board
BPAC	Bicycle and Pedestrian Advisory Commission
CACOT	Citizens Advisory Commission on Transit
CAMPO	Corvallis Area Metropolitan Planning Organization
CIDAB	Community Involvement and Diversity Advisory Board
CIP	Capital Improvement Program
CIP/DAC	Capital Improvement Program Departmental Advisory Committee
CBUF	Civic Beautification and Urban Forestry
CBUF/DAC	Civic Beautification and Urban Forestry Departmental Advisory Committee
CMLK	Commission for Martin Luther King, Jr.
CCI	Committee for Citizen Involvement
CPRAB	Community Police Review Advisory Board
CPRB	Community Police Review Board
DAB	Downtown Advisory Board
DAC	Departmental Advisory Committee
DC	Downtown Commission
EDAB	Economic Development Advisory Board
EDC	Economic Development Commission
HCDAB	Housing and Community Development Advisory Board
HCDC	Housing and Community Development Commission
HRC	Historic Resources Commission
LDHB	Land Development Hearings Board
LDHC	Land Development Hearings Commission
MLKAB	Martin Luther King Jr. Advisory Board
MTAB	Multimodal Transportation Advisory Board
PASC	Public Art Selection Commission
PC	Planning Commission
ODOT	Oregon Department of Transportation
OSU	Oregon State University
PNARB	Parks, Natural Areas, and Recreation Board
PNARAB	Parks, Natural Areas, and Recreation Advisory Board
PPTF	Public Participation Task Force
RNG	Registered Neighborhood Group
TAB	Transit Advisory Board
WMAC	Watershed Management Advisory Commission
WM/DAC	Watershed Management Departmental Advisory Committee
WSAB	Water Systems Advisory Board

II. CITY COUNCIL'S GOAL AND CHARGE TO THE PUBLIC PARTICIPATION TASK FORCE (PPTF)

GOAL: *"By December 2014, the Council will revise its processes and structures into a more effective and efficient citizen engagement program to develop diverse future leaders, enhance communication between citizens and the Council, help connect citizens to each other to strengthen community and neighborhoods, and utilize the expertise of citizen volunteers in solving community problems."*

CHARGE TO TASK FORCE:

Issues to be studied and deliberated:

1. Number and scope of boards and commissions
   a. Identify areas of duplication between existing boards and commissions.
   b. Identify boards and commissions whose areas of study are so small or narrow that they could be incorporated into another related group or community organization.
   c. Identify significant areas of City Council responsibility where the Council doesn't receive systematic citizen advice. Include gaps in the board and commission system that would benefit from a change in the scope of a current group or the formation of a new group.
   d. Suggest how to combine, divide or otherwise reorganize these groups so that they are as effective and efficient as possible.
2. The formation, evaluation, revision and sunset process
   a. What criteria should the City Council use to determine if a new board or commission should be created?
   b. Consider how best to define and evaluate effective board and commission operations and outcomes.
   c. Consider how to balance the roles of boards and commissions as well-informed and neutral advisors to the Council as opposed to advocates for a particular point of view.
   d. What criteria should the Council use to make significant changes in one or more boards or commissions?
   e. Consider revising the process and/or developing criteria to guide Council decisions about ending boards and commissions.
   f. How should the effectiveness of staff support be evaluated?
3. Relationship with City operating departments
   a. The relationships between individual boards and commissions and the related operating department vary greatly. What should the relationships be?
4. Council liaison role
   a. What should the role of the City Council liaison be?
5. Opportunities to advise the City Council
   a. Is access available to all citizens to give thoughtful input and advice to the City Council through the board and commission system? If not, are there ways to im-

prove the board and commission system for better access?
b. Is there adequate access to citizens to advise the Council through means other than the board and commission system? If not, suggest methods of improvement.

6. Cost factors
   a. It is important to ensure that decisions are timely; citizens feel that their efforts are meaningful, and city resources are used well. Identify ways to streamline or reduce the use of staff support.
   b. Identify ways to maximize the use of citizen volunteers.
7. Committee for Citizen Involvement
   a. Is the current configuration of this group the most effective means of addressing the Oregon Land Use System Goal One? If not, how might this goal be better met?
8. Neighborhood associations
   a. Neighborhood associations provide opportunities to build community and address issues that affect residents of particular geographical areas of the city. Does the City's public participation system adequately encourage neighborhood engagement and neighborliness? If not, identify methods for improvement."

COMMENT ON THE CHARGE:
Throughout our recommendations, we refer to the impact on effectiveness and efficiency according to the definition provided by City Council:

- '**Effectiveness**' means improved communication between residents and appointees with the Council and staff in ways that result in better, more informed decision making.
- '**Efficiency**' means purposeful and limited use of City resources, including staff time, volunteer time and other direct costs.

From the outset, our focus has remained resolutely on our charge, on the formal channels of engaging community members early in the decision-making process, and on strengthening the existing board and commission system. We endeavored to provide alternative options to strengthen public participation in eight specific areas. For the most part, this document will address each area sequentially by number.

The Public Participation Task Force is comprised of eight community members, two City Council members, and one staff representative from the City. We want to emphasize our respect for all the community volunteers currently serving on City boards and commissions, and our appreciation for the importance of the work they do. We believe our recommendations can both heighten and support that work and enhance community members' involvement in City planning and decision-making processes.

III. GUIDING PRINCIPLES FOR PUBLIC ENGAGEMENT

The Corvallis 2020 Vision Statement includes the following statements about our community:

- "Boards, commissions, and task forces are the primary working groups that evaluate, draft, and recommend plans and legislation to the City Council."
- "In 2020, Corvallis will be…a highly livable city which employs local benchmarks to measure progress in areas such as housing, economic vitality, educational quality, environmental quality, and overall quality of life; …blessed with an involved citizenry that actively participates in public policy and decision making; a community that honors diversity..."

Members of advisory boards, commissions, and task forces provide an invaluable service to our city. These groups advise the City Council on a wide variety of subjects. We believe that these guiding principles are a formalization of what City Council, staff, and community members have been attempting to do. It provides a standard to point to when we don't meet our expectations of ourselves.

Serving on an advisory board, commission, or task force can be a rewarding experience for community service-minded residents. It is a productive way to participate in the functioning of local government and assists City Council members in understanding the values of their constituents. The role of these committees is to provide input to City staff and advice and recommendations to City Council. The expertise and work of community groups often serve as a catalyst for innovative City programs and improved services.

To address the language both in our Corvallis vision document and in Charge 5 from the City Council, we recommend that the City adopt the following guiding principles and display them on the City website and other appropriate documents.

GUIDING PRINCIPLES

1. **Collaborative Democracy** - Enhance and support community-driven democracy in City government. Ensure that all participants listen and attempt to understand different viewpoints.
2. **Diversity** – Seek input from all viewpoints, backgrounds, and philosophies. Treat each person with dignity, fairness, and respect.
3. **Openness and Respect** - Promote fair, open and respectful processes that allow all who are interested or affected to have an equal opportunity to participate.
4. **Inclusiveness** - Create a variety of ways for community members to participate and influence decisions.
5. **Accountability** - Use decision-making processes that are transparent and that create decisions that can be tracked with clearly defined responsibilities.

PRINCIPIOS FUNDAMENTALES

1. **Trabajo colaborativo en la Democracia** – Mejorar y apoyar una democracia gubernamental dirigida por la comunidad. Asegurarse todos los participantes escuchen e intenten comprender diferentes puntos de vista.
2. **Diversidad** – Solicitar opiniones desde todas las perspectivas, orígenes y filosofías. Tratar a cada persona con dignidad, igualdad y respeto.
3. **Transparencia y Respeto** - Promover procesos justos, abiertos y respetuosos que permiten a aquellos interesados o afectados a tener una oportunidad para participar.
4. **Integración** – Crear una variedad de maneras para que miembros de la comunidad participen e influyan las decisiones.
5. **Obligación** – Usar procesos para hacer decisiones responsables y que sean transparentes.

IV. BOARDS AND COMMISSIONS ORGANIZATION AND STRUCTURE

The task force was charged by the City Council with reviewing existing citizen advisory boards and commissions to address portions of the charge related to their number and scope. This element of work for the PPTF was the most challenging, as we acknowledge the contributions and expertise provided by community volunteers currently serving.

Corvallis has benefited immeasurably over the years from the involvement of its citizens in public decision-making. Task forces have worked with City staff, consultants, the general public, and multiple City Councils to tackle difficult issues and help build support for solutions that benefit the entire community, such as the Riverfront Task Force, the Combined Sewer Overflow Project, and the Corvallis Forest Stewardship Plan. Boards and commissions composed of dedicated volunteers do much of the heavy lifting and detail work in their roles to advise the Council about developments in and support for a wide range of City services and functions.

In a comparative review of other Oregon and Pacific Northwest cities, we noted that a larger city (Bend) operates with 13 advisory boards and commissions; a smaller city (Ashland) operates with 15; and Bellingham, Washington, a somewhat larger university city similar to Corvallis, has 21. Corvallis currently supports 22 advisory boards and commissions. In general, we believe broader categories are more desirable for efficient operations.

We have endeavored to provide alternative pathways to greater effectiveness and efficiency. We encourage existing boards and commissions to review annual goals and the current level of public engagement with their committee to determine if their issue area would be more comprehensively addressed if united in a more broadly defined advisory board. At the same time, however, we remain very supportive of the Corvallis 2020 Vision statement that "boards, commissions and task forces are the primary working groups that evaluate, draft and recommend plans and legislation to the City Council."

Charge 1a: *"Identify areas of duplication between existing boards and commissions."*

No recommendation. Although there are some areas of overlap, we did not identify any significant duplication of responsibilities in the current board and commission system. Therefore, we offer no recommendation in that regard.

Charge 1b: *"Identify boards and commissions whose areas of study are so small or narrow that they could be incorporated into another related group or community organization."*

Recommendation: We identified 13 boards or commissions (listed below) where the scope is specialized or technical enough that some may benefit either by changing them to Departmental Advisory Committees (detailed on p. 22) or by incorporation into another committee or community organization to increase the effectiveness and efficiency in

the board and commission system. The chart in Appendix V (pages 51 – 52) indicates possible options, including no changes.

- Airport Commission
- Bicycle and Pedestrian Advisory Commission
- Board of Appeals
- Capital Improvement Program Commission
- Citizens Advisory Commission on Transit
- Commission for Martin Luther King Jr.
- Commission on Civic Beautification and Urban Forestry
- Committee for Citizen Involvement
- Community Police Review Board
- Downtown Commission
- Downtown Parking Commission
- Public Art Selection Commission
- Watershed Management Advisory Commission

Charge 1c: *"Identify significant areas of City Council responsibility where the Council doesn't receive systematic citizen advice. Include gaps in the board and commission system that would benefit from a change in the scope of a current group or the formation of a new group."*
Recommendation: We identified four significant areas of City Council responsibility where the Council doesn't receive systematic community member advice or recommendations. We believe new or modified advisory boards would increase effectiveness of the City by addressing the gaps in the following areas:

- Community involvement and diversity
- Transportation systems planning and decisions
- Water systems planning and decisions.
- Public safety

See further discussion at Recommendation B, of Charge 1d on page 15.

Charge 1d: ***"****Suggest how to combine, divide, or otherwise reorganize these groups so that they are as effective and efficient as possible.****"***

Recommendation A: After reviewing current board and commission activities and charges, we recommend that the following advisory board interest areas could more effectively provide comprehensive input to City Council with a change of scope, organization, or responsibilities. Committees are listed in alphabetical order.

- **Airport Commission (AC).** After review of current activities, we note that there are two distinct areas of oversight, including highly technical aviation input and economic development activity reports.

OPTION A: Change to departmental advisory committee for aviation concerns, with economic development activities transitioned to the Economic Development Commission.
OPTION B: Continue as an advisory board, with a liaison from the Airport Advisory Board to the Economic Development Advisory Board.

- **Arts and Culture Commission (ACC).** This committee is charged with advising City Council on all matters relating to arts and culture. City-supported arts organizations include the Majestic Theater and the Arts Center, and to some extent Visit Corvallis.
  RECOMMENDATIONS: Strengthen the formal communications related to City-funded arts and culture related entities by requiring annual reporting to this committee. Move the responsibilities of the Public Art Selection Commission to this body, and have the ACC use a subcommittee process to add persons as required for art selection work/decisions.

  Bicycle and Pedestrian Advisory Commission (BPAC). This commission has very effectively advocated for bike and pedestrian interests in Corvallis for many years. In other communities (e.g., Ashland, OR, and Bellingham, WA), a Transportation Advisory Board was created to comprehensively address multi-modal transportation issues and provide advice and recommendations on transportation system policy and investment choices. Properly structured, this could strengthen and increase the voices for multi-modal transportation.
  OPTION A: Create a Multimodal Transportation Advisory Board that may use subcommittees for specific segments of the transportation system.
  OPTION B: Continue as an advisory board.

- **Board of Appeals (BA)**. Our only suggestion is to change the name to "Appeals Commission," if there are no legal obstacles to doing so (see Charge 3, Recommendation B1)

- **Budget Commission (BC).** This commission includes City Council and community members and is currently limited to reviewing the proposed annual budget. Based on our review of the budget processes in the City of Eugene and other municipalities, we believe there are changes that would improve the effectiveness of this commission.

  RECOMMENDATIONS: Expand the scope to include study of financial issues facing the City, development of recommendations for the Council, and review of fund forecasts. Have community members work with staff and Council on the budget before formal unveiling in February. Have subcommittees hold public

meetings in the early fall to obtain community member input and suggestions for the next year's budget, perhaps done collaboratively with the Capital Improvement Program.

- **Capital Improvement Program Commission (CIP).** This commission recommends to the Planning Commission, the Budget Commission, and the City Council a five-year capital improvement program. The CIP Commission solicits participation from other boards and commissions, neighborhood organizations, and citizens at large to identify needed infrastructure projects required to implement the vision of the Comprehensive Plan.
  RECOMMENDATIONS: Change scope to that of a Departmental Advisory Committee. Change the membership so that the body is made up mostly of representatives from other boards and commissions, such as Planning, Budget, Multimodal Transportation, Water, and Parks, Natural Areas, and Recreation Boards, plus two or three community members with relevant technical knowledge or experience.

- **Citizens Advisory Commission on Transit (CACOT).** This commission serves to provide input on the City's public transit system. Greater efficiencies could be achieved through a more comprehensive approach to multi-modal transportation with the formation of a Multi-modal Transportation Advisory Board, which would assume the current responsibilities of this advisory commission.
  OPTION A: Create a new Multimodal Transportation Advisory Board that may use subcommittees for specific segments of the transportation system.
  OPTION B: Continue as an advisory board.

- **Commission for Martin Luther King Jr. (CMLK).** This commission was established in 1987 to create a community celebration of Martin Luther King Jr., and to "advise Council on matters pertaining to the holiday." We value the work of Dr. King and the holiday in his honor, and the dedicated work of current and past Commission members over the last 27 years.

  We do believe there is a greater opportunity to advise the City Council on inclusion and diversity issue that align with fostering awareness of principles and practices championed by Dr. King, in addition to the January event honoring his work and memory.

  RECOMMENDATION: City Council work with the advisory board to: 1) broaden its scope, goals, and responsibilities to address relevant diversity, equity, and inclusion issues and events in our community throughout the year; 2) work much more collaboratively with the university, Benton County, and the school district and the proposed Citizen Involvement and Diversity Advisory Board; and

3) explore the feasibility of a future County, university, and City advisory body at which time the CMLK would be sunsetted.

- **Commission on Civic Beautification and Urban Forestry (CBUF).** This commission focuses primarily on street trees and beautification projects with the City. This active commission may be more efficient and cost-effective as a departmental advisory committee.
  RECOMMENDATION: Change this body from a commission to a departmental advisory committee.

- **Committee for Citizen Involvement (CCI).** This committee was established as a means of addressing the Oregon Land Use System Goal One. We noted that there appears to have been no activity in this committee recently. Educating community members about land use planning is an important piece of engaging the community. Additional resources may be generated and supported by incorporating the CCI charge in a newly formed Community Involvement and Diversity Advisory Board. (See page 15.)
  RECOMMENDATION: Sunset the current CCI and create a new Community Involvement and Diversity Advisory Board.

- **Community Police Review Board (CPRB).** This board deals specifically with community member complaints. We have identified an opportunity for greater public participation in all matters related to public safety.
  RECOMMENDATION: Do further research on increasing the scope of this board or including its responsibilities with the establishment of a Public Safety Advisory Board.

- **Downtown Commission (DC).** This commission was created in 2008 to develop a strategic plan and to implement an urban renewal program which was subsequently not supported by voters. The charge is to support a vibrant hub of business and cultural activity through streetscape and signage projects, redevelopment and housing projects, and accessibility and public parking.
  OPTION A: Continue with current responsibilities, as is.
  OPTION B: Include the Downtown Commission as part of the Economic Development Commission's responsibility.
  OPTION C: Maintain this commission and incorporate the Downtown Parking Commission, possibly as a subcommittee.

- **Downtown Parking Commission (DPC).** This commission is narrowly focused on downtown parking and promoting multimodal transportation. Two members of

the Downtown Commission serve on this committee, with some evidence that it may be operating as a subcommittee of the Downtown Commission.
OPTION A: Incorporate its responsibilities into the Downtown Commission and cease listing it as a separate board.
OPTION B: Incorporate its responsibilities as part of the recommended Multi-modal Transportation Advisory Board.

- **Economic Development Commission (EDC).** This commission is charged to develop and recommend economic development policy and strategy for the City to implement. The current strategic plan does not include the economic development activities of the airport or Downtown core.
  OPTION A: Continue with current responsibilities as is.
  OPTION B: Incorporate the responsibilities of the Downtown Commission.
  OPTION C: Move the economic development-related matters of the Airport Commission to the EDC.
  OPTION D: Add a liaison from the Airport Advisory Board to the EDC.

- **Historic Resources Commission (HRC)** and **Planning Commission (PC).** Both of these commissions are quasi-judicial.
  RECOMMENDATIONS: Increase collaborative work by scheduling periodic work sessions with each other for goal and Comprehensive Plan development; and with the recommended new Community Involvement and Diversity Advisory Board regarding Land Use Goal One requirements, issues, and improvements.

- **Land Development Hearings Board (LDHB).** This board is currently, in effect, a subcommittee of the Planning Commission.
  RECOMMENDATION: Codify that fact and cease listing it as a separate board.

- **Public Art Selection Commission (PASC).** This commission provides expertise in the review and approval of public art installations. One member of the Arts and Culture Commission serves on this commission.
  RECOMMENDATION: Have the Arts and Culture Advisory Board assume this committee's responsibilities, with a subcommittee to carry out the duties of public art selection.

- **Watershed Management Advisory Commission (WMAC).** This commission is focused primarily on the forest and streams of the City's Rock Creek Watershed. It is primarily a technical committee that may be more cost-effectively organized.
  OPTION A: Include this commission's charge as part of a more broadly scoped Water Systems Advisory Board.
  OPTION B: Change this body from a commission to a departmental advisory committee, and add "Rock Creek" to its name.

Recommendation B: The City has significant gaps in the current City board and commission system, and may wish to consider four new advisory boards (in prioritized order) to increase effectiveness of community member input and decision making. We suggest a membership of 11-12 persons on these new, more broadly scoped boards both to increase community involvement and to accommodate the wider range of issues.

- Community Involvement and Diversity Advisory Board (CIDAB)
  This board would assume the Goal One responsibility of the current Committee for Citizen Involvement (recommended for sunsetting) but would have a broader scope and responsibilities, including:
  - Use of a subcommittee to work with members of the Planning Commission and the Historic Resources Commission regarding changes and improvements to address the Land Use Goal One, Citizen Involvement.
  - Diversity and inclusion, making sure this group is bringing in all parts of our community.
  - Access to city government, including community member primer on public participation, testimony, and the land use planning process.
  - Development of trainings and orientation recommendations for boards, commissions, Registered Neighborhood Groups, and community members
  - Outreach to and liaison with Registered Neighborhood Groups.
  - Implementation or further work on PPTF recommendations, as recommended by the City Council.
  - Additional responsibilities related to Registered Neighborhood Groups in Section VI.
  - Ongoing responsibility for the review and improvement of the board and commission system and other public participation practices.

  The PPTF gave serious consideration to having the CIDAB assume the responsibilities of the Martin Luther King Jr. Commission. Although there could be future consideration of that, we believe doing so now would overburden the CIDAB, as a new board, with too many expectations and responsibilities.

- Multimodal Transportation Advisory Board (MTAB)
  Transportation issues exist in our community that would benefit from community input on comprehensive issues in a broader way. While some of these impact only small numbers of individuals directly, we are all affected because these issues affect our ability to access areas of our community, our City budget and other services, and housing issues. Examples include the fact that many areas in our city are not developed to City standards, lacking sidewalks, adequate roads, or

adequate drainage; the growing impact of OSU overflow parking; and emergency response to weather issues.

The MTAB would assume the current responsibilities of the Bicycle and Pedestrian Advisory Committee and the Citizens Advisory Committee on Transit. This will align Corvallis with the multi-modal approach already taken by both the Corvallis Area Metropolitan Planning Organization (CAMPO) and the Oregon Department of Transportation (ODOT). It will be important to ensure that the needs and issues of users and advocates of pedestrian travel, bicycles, and transit continue to have a strong voice on this advisory board and in the community.

This board would both advise the City Council and Planning Commission on transportation-related issues, and work with City staff to plan for a transportation system that enhances Corvallis' livability, character, and natural environment. The work of this board would relate to safety, planning, funding, and advocacy for an effective multimodal transportation system of streets as well as sidewalks and trails. This focus will enable people to move easily through the city as pedestrians or using bicycles, transit, or other vehicles and allow us to create a less auto-dependent community.

Specific areas of work will include:

- Involvement in and review of multimodal transportation planning (public transit, vehicle, bicycle, pedestrian, trails), such as the Transportation Master Plan, parking plans, and Capital Improvement Plan transportation projects.
- Review of individual transportation projects while being developed and prior to inclusion in the CIP, proposals going before the Planning Commission, or individual projects required on a fast-track basis.
- Review of accessibility issues in the transportation systems for individuals with mobility, visual, or other challenges.
- Use of the Healthy Streets, Healthy Streams Handbook and recommendations.
- Coordination with regional transportation planning.
- Reviewing and advising the City Council on bicyclist and pedestrian issues and ensuring that they are integrated into the overall transportation needs of the community.
- Reviewing and making recommendations concerning transit, including route changes, service expansion, shelter placement, and funding strategies.

The MTAB may use subcommittees to focus on any of these areas.

- Water Systems Advisory Board (WSAB)

There is currently no board or commission related to the City's three primary water system functions: drinking water, wastewater, and stormwater. The Watershed Management Advisory Commission (WMAC) is the only existing advisory body related to water systems, and its primary duty is to provide advice to the City Council and City staff regarding the Forest Stewardship Plan, which deals primarily with forestry issues in the Rock Creek Watershed basin. WMAC provides no advice regarding watershed issues anywhere else in the city and its other surrounding watersheds.

Water systems issues – including policy development, policy and code interpretation, planning for drinking water supplies, treatment and distribution, wastewater collection, treatment and release, plus watershed and storm water management – have significant long-term effects on the lives of all Corvallis community members. Currently, public input on these issues is obtained through task forces, public hearings and project specific outreach. A Water Systems Advisory Board could provide technical expertise to the department, much as the current Watershed Management Advisory Commission does. It would also provide a clear, timely and consistent access point for public input to the department on drinking water, wastewater, and storm water policies, programs, and projects. A Water Systems Advisory Board should provide advice to the City Council and staff in the following areas:

- Water quality and treatment
- Wastewater treatment and release
- Stormwater management, including piped drainage systems, streams, and mitigation structures built on both public and private lands
- Equipment and piping inspection and repair planning
- Watershed protections and functions
- Input to Capital Improvement Program for all related potential projects
- Natural features management and issues that relate to water within the city

Building maintenance and construction planning should NOT be covered by this board.

- Public Safety Advisory Board

The PPTF identified public safety (police and fire services) as having a significant gap where the Council does not receive systematic advice from community members. However, the task force believes that addressing this gap would be a significant undertaking, and should be done via a separate public process. A Public Safety Advisory Board could provide the Council with advice in the following areas:

- Emergency preparedness, such as with Registered Neighborhood Groups
- Fire Department CIP projects, Police Department CIP projects, Fire Department strategic master plan
- Act in an advisory capacity to City Council, the Chief of Police, the Fire Chief, and the City Manager on police and fire policy and resource issues

Charge 2a : *"What criteria should the City Council use to determine if a new board or commission should be created?"*

Recommendation: Limit the formation of new advisory boards and commissions. In some cities, if a new committee is formed, another is sunsetted. Before a new advisory board is formed, it is important to determine if an alternative solution is viable, such as broadening the scope of an existing advisory board or commission or creating a task force or departmental advisory committee. Based on our review of comparable cities and the existing number of advisory boards and commissions in Corvallis, we recommend the increased use of task forces, which can be more focused and serve for limited durations.

Charge 2b: *"Consider how best to define and evaluate effective board and commission operations and outcomes."*

Recommendation: Establish a formal, annual reporting relationship to City Council standing committees.
Require that all advisory boards and commissions and departmental advisory committees develop annual goals and work plans. Create an annual review and report process with their related City Council standing committees to measure effectiveness, reviewing progress on annual work plan and goals.

Charge 2c: *"Consider how to balance the roles of boards and commissions as well-informed and neutral advisors to the Council as opposed to advocates for a particular point of view."*

Recommendation: Provide orientation for all new advisory board and commission members to create more effective committees.
Members of advisory boards and commissions are well-informed and typically passionate about the volunteer work they do. As part of the new member orientation process, each appointee should be given an overall review of how the City, the relevant department, and the advisory board/commission operate and relate to each other. Orientation should also note the advisory nature of the work and the fact that City Council must weigh multiple factors in determining whether to accept or reject committee recommendations. It is also recommended that committee chairs and vice chairs receive training relating to running efficient meetings, public meeting laws, and understanding the scope of the work of the committee.

Charge 2d: *"What criteria should the Council use to make significant changes in one or more boards or commissions?"*

Recommendation: Use consistent annual reporting from all advisory boards and commissions to determine if revisions are appropriate.
Once established, advisory boards and commissions are made up of volunteers who commit time and expertise to the work of the committee. The use of annual work plans and an annual review with a City Council standing committee will provide a framework for reviewing possible revisions or changes.

Charge 2e: *"Consider revising the process and/or developing criteria to guide Council decisions about ending boards and commissions."*

Recommendation: Revise the sunset policy.
It is the City Council's responsibility to decide if an existing advisory board or commission should continue its work. Pending approval of our recommendation under Charge 2b, each advisory board and commission will be reporting with an annual review and a proposed work plan for the following year, with approval required by the standing committee. Information gathered through that review, including the original charge or ordinance that established the board or commission, should be what informs the start of the process of ending or sunsetting a board or commission.

Charge 2f: *"How should the effectiveness of staff support be evaluated?"*

Recommendation: Evaluate the effectiveness of staff support as part of the annual review of the advisory board or commission.
Staff liaison and support play a critical role for advisory boards and commissions to meet goals or work plans, and that role should be clearly articulated to incoming committee members. The staff liaison should provide accurate and relevant information for the work of the committee; provide logistical support, including arranging for meeting space and a meeting recorder; assist with annual reporting of activities or other support that is required. Board, commission, and committee members should be surveyed annually regarding resource support.

Charge 3: *"The relationships between individual boards and commissions and the related operating department vary greatly. What should the relationships be?"*
The related purposes of the following recommendations are to:

- Make decision-making in the City more effective.
- Build a web of strong interrelationships of committees which can address City planning with efficient use of city resources.
- Better coordinate the working plans and activities of committees with annual goals and priorities of City Council.
- Increase adequate and early input by affected stakeholders in all major planning areas.

Recommendation A: Implement consistent practices for all advisory boards and commissions, including staff attendance, recorder, and style of minutes to improve efficiencies.
1. Assign one staff liaison and recorder to attend each advisory board, commission, and task force meeting. Being responsive to cost concerns, department directors should exercise judgment on numbers of staff in attendance.
2. Avoid verbatim minutes. Minutes should be taken in a consistent format, including key discussion point minutes for advisory boards and task forces (see Appendix VI on page 53) and detailed minutes for commissions, as required by statute.

Recommendation B1: Adopt a policy to use consistent titles of committees.
One of our first areas of agreement (also confirmed in our interviews with department directors) was the importance of the consistent use of language in describing committees. Consistency is especially important as most are advisory only; a limited number of committees have decision-making authority. Consistency will not only help everyone understand the distinction between the types of committees, but also indicate to the majority of existing committees the advisory nature of their work. This policy will create effectiveness in the system, which will both support City operating departments and guide City Council in the naming of committees.

Recommendation B2: We recommend four distinct types of committees: advisory board, commission, task force, and departmental advisory committee.

Any of these committees may consider forming subcommittees. If one board is being merged into another, the continuing board will bear the responsibility for forming a subcommittee and establishing the scope of the subcommittee's work. (i.e., the board being merged does not continue to exist as a subcommittee of the continuing board).

Other limited-duration work groups or technical advisory teams may be formed by the Mayor or City staff for a particular reason. Department directors would continue the practice of bringing together small work or technical groups with particular areas of knowledge to advise them on particular or technical issues. The City Manager is responsible for ensuring that the Mayor and City Councilors are aware of the formation, purpose, duration and membership of such groups or committees.

1. Advisory Board
   This type of standing committee is established by City Council resolution and serves in an advisory capacity to the Mayor, City Council and staff. The City Council resolution identifies the charge. The Mayor is responsible for recommending individuals to fill vacancies, for confirmation by the City Council.

2. Commission
   A standing committee to which the City Council has delegated decision making authority. The Mayor is responsible for appointing individuals to fill vacancies on the Budget Commission and the Appeals Board. The City Council makes appointments to the Planning Commission and Historic Resources Commission.

3. Task Force
   This committee is formed to achieve a particular goal with a specific charge, and is generally active for a limited time. The City Council resolution identifies the term of the committee, the task to be completed, the timeline for completion of the project and other direction as the City Council deems appropriate. The City Council should consider forming a task force to address a major initiative, issue, or significant policy change if an existing commission or advisory board does not exist to address that area or does not have the ability to

address the topic by itself. The Mayor is usually responsible for appointing individuals to serve on task forces.

4. Departmental Advisory Committee (DAC)

These ongoing committees would be administrative or technical in nature and allow for efficient use of community member expertise and staff time. These committees would be appointed by the Mayor and department directors, with the approval of the City Council. They would advise department staff and the City Council, and provide agility in responding to community issues.

The PPTF recommendations include the options of transitioning the following current boards and commissions to departmental advisory committees: the Airport Commission, the Commission on Civic Beautification and Urban Forestry, the Capital Improvement Program Commission, and the Watershed Management Advisory Commission.

Characteristics of a departmental advisory committee would include:

- Open, noticed public meetings (such as the Infill Task Force meetings) that allow public feedback/input. Decisions on frequency of meetings to be decided by committee members and staff, with the minimum being quarterly.
- Appointments recommended by the Mayor and the department head to the City Council standing committee for approval by the full City Council. The Mayor and department head will be expected to take into account both technical expertise or knowledge and diversity and inclusiveness considerations. Open advertising/recruitment advised.
- Not established by ordinance. Reviewed every year by Council standing committee for continuation or revision.
- Minutes taken; will always go to the department's City Council standing committee.
- Number of committee members up to department head, but a range might be five to seven persons. Appointees do not serve terms, but may need to have a maximum number of years of service.
- Works with the department staff, but also periodically reports to the City Council standing committee. Can make periodic reports to full Council as well.

Type of Group	Function	Appointed by	Duration of Group	Examples
Advisory Boards	Provide advice and information to City Council on a specific topic of city relevance	Mayor, with City Council confirmation	As specified in the enabling ordinance	Arts and Culture Advisory Board, Economic Development Advisory Board
Commissions	A standing committee with decision-making authority	Mayor (Budget Commission and Appeals Board) City Council (Planning Commission and Historic Resources Commission)	As specified in the enabling ordinance	Planning Commission, Historic Resources Commission
Task Forces	Address a particular goal with a specific charge	Usually appointed by Mayor, but sometimes by Department Directors	Generally serve for a limited time	Public Participation Task Force
Departmental Advisory Committees	Work with city staff on matters involving specialized expertise of a technical nature	Mayor and Department Directors, with City Council approval	As determined by the department head with approval by Mayor and City Council	Airport Departmental Advisory Committee, Civic Beautification and Urban Forestry Departmental Advisory Committee

If adopted, the changes recommended for types of boards, commissions, or committees would result in the following name changes:

1. Airport Commission (AC) to Airport Advisory Board (AAB) or Airport Departmental Advisory Committee (ADAC)
2. Arts and Culture Commission (ACC) to Arts and Culture Advisory Board (ACAB)
3. Bicycle and Pedestrian Advisory Commission (BPAC) to Bicycle and Pedestrian Advisory Board (BPAB)
4. Board of Appeals (BA) to Appeals Commission (AC)
5. Capital Improvement Program Commission (CIP) to Capital Improvement Departmental Advisory Committee (CIDAC)
6. Citizens Advisory Commission on Transit (CACOT) to Transit Advisory Board (TAB)
7. Commission for Martin Luther King Jr. (CMLK) to Martin Luther King Jr. Advisory Board (MLKAB)

8. Commission on Civic Beautification and Urban Forestry (CBUF) to Civic Beautification and Urban Forestry Advisory Board, or Civic Beautification and Urban Forestry Departmental Advisory Committee (CBUF/DAC)
9. Committee for Citizen Involvement (CCI) to Community Involvement and Diversity Advisory Board (CIDAB)
10. Community Police Review Board (CPRB) to Community Police Review Advisory Board (CPRAB)
11. Downtown Commission (DC) to Downtown Advisory Board (DAB)
12. Economic Development Commission (EDC) to Economic Development Advisory Board (EDAB)
13. Housing and Community Development Commission (HCDC) to Housing and Community Development Advisory Board (HCDAB)
14. Land Development Hearings Board (LDHB) to Land Development Hearings Commission (LDHC)
15. Parks, Natural Areas and Recreation Board (PNARB) to Parks, Natural Areas and Recreation Advisory Board (PNARAB)
16. Watershed Management Advisory Commission (WMAC) to Watershed Management Departmental Advisory Committee (MDAC)

    The names for the Budget Commission (BC), Corvallis-Benton County Library Board, Historic Resources Commission (HRC), and Planning Commission (PC) would remain the same.

Recommendation C: Conduct an annual meeting for all advisory boards and commissions.

In our research of other communities, we learned that some host an annual meeting with all boards and the city council and one assigns the city attorney's office to visit each board or commission once per year. Our recommendation of an annual meeting provides all committees an opportunity to hear the same message from the Mayor and City Council, reduces silos, encourages dialogue, and fosters collaboration among advisory boards and commissions.

Charge 4: *"What should the role of the City Council liaison be?"*

Recommendation: In researching the liaison role, we noted that one community is in the process of ending the Council liaison duties due to the challenge of keeping up with the meetings of their fifteen advisory boards and commissions. We recognize a similar challenge in Corvallis to an even greater degree. With the formalization of advisory board and commission goal setting and review, and reporting to standing committees, the City Council liaison position may in some cases no longer be required.

Charge 5: **See Access and Opportunities Section V**

Charge 6a: *"It is important to ensure that decisions are timely; citizens feel that their efforts are meaningful, and city resources are used well. Identify ways to streamline or reduce the use of staff support."*

Charge 6b: *"Identify ways to maximize the use of citizen volunteers."*

Recommendation A: Streamline advisory boards and commissions and their support structure as already recommended to reduce costs in meaningful ways. Additionally, the use of task forces and other committees will increase use of community volunteers.

Recommendation B: Provide enhanced outreach (see Section V, Access and Opportunities) and orientation activities (already recommended) to maximize the effective participation of community member volunteers.

Recommendation C: Increase the use of liaisons from boards or commissions to other boards or commissions to improve communications and break down the "silo" effect. The Planning Commission, for example, currently has liaison assignments to the HRC, HCDC, CCI, and CIP Commission. Possible new liaison assignments could be from PNARB to CBUF, ACC, and the new CIDAB; from CIDAB to the CMLK, or from the AC to the EDC.

Recommendation D: Expand board member qualifications to include the option of one non-resident expert as a non-voting member to help maximize the use of community volunteers with special expertise. Current qualifications limit membership to those living, working, or owning a business within the city or in some cases inside the Urban Growth Boundary.

Charge 7: *"Is the current configuration of [the Committee for Citizen Involvement] the most effective means of addressing the Oregon Land Use System Goal One? If not, how might this goal be better met?"*

Recommendation: We recommend an immediate sunsetting of the Committee for Citizen Involvement (CCI), and the transfer of its Goal One responsibility to a new and more broadly focused Community Involvement and Diversity Board (CIDAB), as described in Recommendation B of Charge 1c. (See page 13.)

The current configuration of the CCI limits the work of the committee to address Goal One of the Oregon Land Use System and could be better met as a specific responsibility of a new Community Involvement and Diversity Board (CIDAB).

Charge 8: **See Neighborhoods, Section VI**

V. ACCESS AND OPPORTUNITIES

Charge 5: *"Is access available to all citizens to give thoughtful input and advice to the City Council through the board and commission system? If not, are there ways to improve the board and commission system for better access?"*

Recommendation: Adopt the Guiding Principles outlined in Section I.

Publish on the City website and implement the following practices to ensure outreach and authentic engagement of community members, elected and appointed City leadership, and City staff.

We believe that this recommendation is a formalization of what City Council and staff have been attempting to do. It provides a standard to point to when we don't meet our expectations of ourselves. Our intentions are to ensure that all interests are represented in the decision-making process and to genuinely engage diverse community members at an early stage in the process.

Recommendations for Collaborative Democracy:

1. Create a community-friendly atmosphere at all public meetings.
Demonstrate that those giving public testimony are being listened to. Make eye contact, ask a question, and/or alert the public that an electronic device may be used to capture testimony for future reference.

2. Create a welcoming environment for public testimony, and in all ways act respectfully towards people giving testimony.
When the need arises to limit testimony, employ methods that are predictable and discreet. One of the most-repeated negative comments the Public Participation Task Force received from many persons was dislike for the current timing clock used at City Council meetings to limit testimony. Almost everyone understands the need to have some kind of time limits on testimony, but most would prefer that it be done directly by a person rather than electronically.

The City of Pasadena, CA has a podium with three built-in lights: green, yellow, and red. It is observable by the council and the speaker in a discreet manner. In the city of Falls Church, VA, timing of visitor comment is done by a staff member, who pleasantly but firmly tells speakers they have exceeded time allocations. At Corvallis Planning Commission meetings, the Chair moderates and limits testimony as needed herself, without the use of any electronic devices.

3. Establish protocol for multiple persons who are representing an organization to make a presentation longer than the time allowed for an individual.
Groups should make arrangements in advance with staff and the Mayor or Chair, which set the time allowed, at what point a presentation will occur (e.g., during "Presentations" or "Public hearings"), and other agreements.

4. Have agendas and other relevant documents available for the public at meetings. Documents should include those being discussed. "Meetings" include those of the City Council, advisory boards, commissions, task forces, and departmental advisory committees.

Recommendations for Diversity:

1. Use the term "community member" instead of "citizen" whenever possible, in all City documents and references.
The city of Corvallis includes significant numbers of people living and working here who are not U.S. citizens but are residents and community members. They are eligible to serve as volunteers on boards and commissions and are users of City services.

2. Identify and reach out to diverse sectors of the community.

- Take steps to make meetings linguistically and culturally appropriate.
- Create a mechanism within city government to provide translation/interpretation services at public meetings when there is a topic of interest or services are requested.
- Establish a resource service for child care at major meetings (e.g., partner with a non-profit or social service agency that provides such services).
- Consider holding some City Council meetings at other locations periodically.
- Be proactive in seeking feedback from underrepresented groups.

Charge 5b: *"Is there adequate access to citizens to advise the Council through means other than the board and commission system? If not, suggest methods of improvement."*

Recommendations for Openness and Respect:

1. Increase access to elected officials and City staff.

- Create reasonable ways for community members to communicate with elected and appointed City leadership and City staff. Provide phone numbers and email addresses that will ensure a response. Include current contact information for board, commission, committee, and task force chairs, as well as the staff person providing primary support.
- Include a link on the "Mayor and City Council" web page for each councilor to specify what means of contact are available and that will elicit a response.
- Consider real-time on-line access to City meetings. (Possible contact: OSU's New Media Communications Department)
- Consider alternate locations for forums, special outreach meetings, and Government Corner.
- Ask the CIDAB to research and recommend ways for the City Council, its three standing committees, and City boards and commissions to involve and obtain feed-

back from persons or populations for whom testimony at formal meetings is either not possible or is too intimidating.

2. Increase access to City government information.

a. Improve City website user-friendliness.

- Make the links on the home page more visible and easier to see/understand for the multiple modes of engagement by community members.
- Have "Boards and Commissions" and "Volunteer Opportunities" be home page headers.
- Review path to finding archives, specifically the method of searching and retrieving documents. Example: City of Eugene website
- Include a list of acronyms used throughout the website.
- Research software with appropriate design.

b. Utilize available traditional and social media outlets.

c. Set standards for City government and advisory boards and commissions to publicize and market their meetings, events, and vacancies to ensure the information is reaching the community.

- Continue and expand the Government Corner at the public library lobby every Saturday; continue sending notices to the *Gazette-Times* "F.Y.I." column; attend community groups that traditionally have not interacted with City government.
- Provide guidelines to advisory boards and commission for consistent communication and outreach to community members.

3. Increase transparency of the appointment process.

Improve awareness of vacancies on advisory boards and commissions and increase the transparency of the appointment process.

- On City website, improve online applications, and increase awareness of specific vacancies and steps on how to become involved.
- Actively seek nominees from varied age groups; and varied socioeconomic, racial, and ethnic backgrounds.
- Continue to seek input from current commission and advisory board chairs and department staff for potential nominees to fill vacancy.
- Seek additional channels to broadly disseminate advisory board and commission vacancy announcements to community groups and organizations, on the City's website, and via media outlets.

- Establish a Mayoral Advisory Group to meet quarterly for review of vacancies and interested volunteers for advisory boards and commissions.
- For examples, visit City of Eugene website: www.eugene-or.gov/index.aspx?NID=86.

Recommendation for Inclusiveness:

1. Involve broad representation of community members in the decision-making process.

- Identify the obstacles to having representation on advisory boards and commissions that matches demographics of the city.
- Engage community members early in the planning and budgeting process.

  Planning: Look at Lake Oswego requirements, including pre-application conferences with neighbors.

  Budgeting: Look at Pasadena or Eugene, including appointment of special committees at beginning of process to help gather public opinion.

Recommendation for Accountability:

Align the work plans of boards and commissions with City Council standing committees to improve connectivity with long-range planning and the decision-making process in all areas.

VI. NEIGHBORHOODS

Charge 8: *"Neighborhood Associations provide opportunities to build community and address issues that affect residents of particular geographical areas of the city. Does the City's public participation system adequately encourage neighborhood engagement and neighborliness? If not, identify methods for improvement."*

Our observation is that community members, connected to each other and the City, contribute to the quality of life of residents, to the City, and to the quality and effectiveness of community planning. Better connections among neighbors allow community members to solve problems without government involvement, direct neighbors to City government measures already in place to help solve problems, empower neighbors to work with the City to establish improved outcomes, and utilize the substantial expertise of many residents.

Most cities in the Northwest that we studied fostered creation of formal neighborhood associations and neighborhood watch groups as a means to encourage continuity and effectiveness of community engagement with local government. In most cities, neighborhood associations are an outgrowth of Oregon's land use legislation, which has as its first goal, citizen engagement. The effectiveness of formal neighborhood associations varies from city to city, as do the budgets dedicated to their support. In Corvallis, as in many Oregon cities, the level of community engagement via neighborhood associations rises and falls with specific neighborhood issues or problems, the level of residents' interest, or the quality of the association's leadership.

We noted that, in addition to City-sponsored groups, there are other groupings of neighbors that have interests in supporting and being supported by the City, such as homeowners associations and neighbors organizing through the county to respond to emergencies.

Focus

Our focus has been on what the City can do to foster and support neighborhood connections that allow neighborhood groups to:

1) <u>sustain themselves continuously</u>,
2) <u>connect neighbors to neighbors</u>, and
3) <u>partner with each other and the City in meeting the needs of their communities and those of the larger Corvallis community</u>.

Our hope is that implementation of these recommendations will subsequently lead to greater incentives for neighborhood participation and the eventual expansion of neighborhood groups to include city-wide coverage.

I. Sustaining Active Neighborhoods

Our interviews of leaders and active members of Corvallis neighborhood associations, as well as City staff and community and neighborhood leaders in other cities, revealed the often-cyclical nature of active participation in neighborhood associations. In most cases, involvement rises and falls in response to proposed development in the neighborhood. Only a small portion of the membership stays active in the absence of land use, traffic, road infrastructure, crime, or code enforcement concerns.

In neighborhood organizations that stay active over time, we noted other attributes that provide value to the community and the City, such as:

- Broader and deeper connections between neighbors contributes to the quality of life in the neighborhood beyond land use and traffic concerns.
- Neighbors working with each other to prepare for disaster, emergency, and inclement weather response.
- Enhanced communication on issues impacting City neighborhoods.
- Engagement with the City on a wider range of topics.
- A larger pool of potential community leaders and volunteers.
- Greater understanding of City processes.

Before elaborating on these goals and the recommendations which derive from them, we would like to introduce a new term and the rationale for its use: Registered Neighborhood Group (RNG).

As noted above, there exists a range of organizations of neighbors with different specific focus and a shared interest in enhancing the quality of life in their neighborhoods. We would like to see a more expansive view and holistic approach taken on neighborhood groups. As used herein, the term Registered Neighborhood Groups is meant to include what are currently neighborhood associations, homeowners associations, and any other neighborhood group that brings people sharing a geographic region together. These groups are formed to enhance neighborhood livability and build community through connecting neighbors to neighbors, including owners, renters, businesses, faith-based groups, and others who reside in that geographic area.

For the City to expend greater resources to support those organizations, the City needs to know that those organizations have community support and have ongoing viability. We envision certain minimum requirements on membership, training and participation to qualify as Registered Neighborhood Groups and receive certain of the benefits noted in the following recommendations.

We recommend putting in place a set of policies and practices that support ongoing neighborhood connections and provide adequate incentives and resources for RNGs to be more effective and to thrive. The goal and stipulation for these practices are that RNGs will engage in continuous service to their neighborhoods and continuous work to improve the quality of life in their neighborhoods.

Primary recommendations to sustain active neighborhoods:

1. Free meeting space

Provide RNGs with free meeting space at as many community locations as possible, such as the Tunison Community Room, Osborn Aquatic Center, Chintimini Senior Center, Madison Avenue Meeting Room, and Corvallis-Benton County Library; or have the City coordinate space with other local entities such as the 509J Corvallis School District or Linn-Benton Community College. We have heard continuously that lack of adequate meeting space is a barrier for neighborhood groups. There are currently several neighborhood groups that have no access to free meeting space.

2. Neighborhood Empowerment Grant Program

Re-establish and fund the Neighborhood Empowerment Grant Program for neighborhood improvement grants for RNGs to be administered by the new Community Involvement and Diversity Advisory Board (CIDAB). Funding for the former City of Corvallis program and similar programs in cities such as Lake Oswego, Bend, or Eugene ranges from $10,000 to $60,000.

Neighborhood Empowerment grants are one way in which the City can empower RNGs to take on projects outside of land use, proactively increase the livability of both their neighborhood and the community, and further partnerships between the City of Corvallis and its neighborhoods. To be effective, the amount of an individual grant needs to be large enough to spur interest, and the number of grants available need to make it plausible for an RNG to receive funding. Survey feedback from current Corvallis neighborhood leaders shows that there is strong interest in reviving this type of program (Appendix IV, page 48).

a) Suggested grant categories are small capital projects, neighborhood signs, safety and emergency preparedness, neighborhood art and mural projects, neighborhood sustainability, RNG leadership and capacity building, community building, and street tree planting and other neighborhood beautification projects.

b) Lake Oswego has a similar program called the "Neighborhood Enhancement Program" and materials that may be helpful in refining this program, including a program guide and application form. See http://www.ci.oswego.or.us/planning/neighborhood-enhancement-program.

c) Previous materials from Corvallis' Neighborhood Empowerment Grant Program should be consulted in re-launching this program.

3. Annual trainings and orientations for RNG leaders and community members

a) Offer voluntary, interactive "Public Participation 101," "Land Development Code 101," and "Community Leadership 101" orientations and trainings for neighborhood

leaders and interested community members on a regular basis. We recommend that this occurs collaboratively between CIDAB and City staff, possibly facilitated by a third party with experience in community leadership training such as Leadership Corvallis. We have heard testimony and feedback which suggests that part of the frustration of advocating for neighborhood needs at the City level arises from community members not understanding the laws, policies, and practices within which the City operates. Many cities we investigated offer trainings for their neighborhood leaders (Bellingham, Eugene, West Linn, Lake Oswego, and others). We propose assigning the CIDAB the task of reviewing and customizing one of those to match Corvallis practices and conduct yearly trainings for RNG leaders and other community members in the City civic process. The "Community Leadership 101" training could include information on effective communication, facilitation, running a meeting, City resources, and other topics requested by RNG leaders to assist in the development of community leaders. This idea received very positive response from current neighborhood association leadership (Appendix IV, page 48).

b) "Public Participation 101" should cover topics similar to what is included in Lake Oswego's Citizen Involvement Guidelines. See http://www.ci.oswego.or.us/sites/default/files/fileattachments/planning/webpage/11841/citizen_involvement_guidelines_final_04-06-04.pdf.

c) We suggest looking at offering webinar options for these trainings to increase accessibility to the trainings.

4. Neighborhood engagement pathways

a) Not surprisingly, the neighborhood leader survey revealed that different neighborhoods and different community members have diverse interests and needs. For instance, neighborhoods closer to OSU shared different concerns and interests than those farther away. We recommend that the City and CIDAB provide resources to RNGs so that they are equipped to provide multiple avenues of engagement for their members. Examples are: social event planning, Neighborhood Watch/safety, emergency/disaster response planning, land use, neighborhood art and beautification projects, sustainability promotion (e.g. recycling block captains), neighbor exchanges, promotion of voter education and engagement in local elections. These, as well as others, may help attract diverse membership and produce more robust activity.

b) Work with Police Department and Neighborhood Watch programs to promote new Neighborhood Watch programs and to have willing Neighborhood Watch leaders convey their contact information to their RNGs. Neighborhood Watch can be one way to be involved in a RNG.

c) In order to allow for a higher level of accessibility, we recommend that neighborhood groups find ways to allow residents to participate online or electronically in meetings and providing feedback on neighborhood issues.

5. Small RNG budget

As is done in other cities the Task Force contacted, we recommend creation of a small budget for or a reimbursement process to cover incidental costs the active RNGs will incur, such as providing dumpsters for neighborhood clean-ups, paying for meeting space rentals (if free space is not available), rental of street barricades for block parties, and printing meeting flyers. We recommend a modest budget be provided for all RNGs and be based on the size or number of households within the RNG's boundaries. If free meeting space cannot be offered or identified, we recommend that each RNG be allocated a budget that covers the expenses of renting meeting space.

Secondary recommendations to sustain active neighborhoods:

1. RNG manual

Develop and encourage RNGs to actively use an RNG manual and resource guide such as the one that exists in Lake Oswego and Eugene. CIDAB can lead in the creation of this resource. We recommend that CIDAB and City staff look for opportunities to have shared resource materials with commissions and advisory boards wherever possible.

a) Suggested topics for inclusion in an RNG manual include an overview of the RNG system, neighborhood leadership, running effective meetings (priority setting, agenda creation, facilitation tips, and decision making strategies), neighborhood communication tools and resources, neighborhood engagement pathways, strategies for recruitment of new membership, neighborhood programs and services, special events and fundraising, neighborhood sustainability, and neighborhood land use. The RNG manual should include topics covered in the "Community Leadership 101" and "Public Participation 101" trainings.

b) The Lake Oswego Neighborhood Association Resource Guide may be a helpful example. See example from Lake Oswego at http://www.ci.oswego.or.us/sites/default/files/fileattachments/planning/webpage/11856/na_resource_guidebook.pdf.

c) The Eugene Neighborhood Handbook used during neighborhood trainings is another strong example. See example from Eugene at https://www.eugene-or.gov/index.aspx?NID=102.

2. "Benefits of being an RNG" resource document

Create a resource or statement that lists the benefits of being a City-recognized RNG. In all the cities we contacted, there is recognition that to sustain an active RNG takes time and energy from the RNG leaders. Having a document that points to and reminds RNG members of the value of participating will help them sustain their interest and help them entice new leaders. This resource will need to be updated annually to reflect the current resources available to RNGs. We see this as another function of CIDAB.

3. Resource library

Start building an online library of resources for the functioning and improvement of RNGs and public or community involvement and participation. This will be updated regularly based on suggestions from RNGs and CIDAB. We recommend having items in the collection at the Corvallis-Benton County Public Library related to this purpose.

II. Connecting Neighbors to Neighbors

Many of the practices suggested to sustain active neighborhoods also contribute to relationships between neighbors. In our research, we also heard from neighborhoods in which residents contribute to each other's lives on a weekly basis. In these neighborhoods, the key element appears to be easy communication links between neighbors, along with a neighborhood history of helpfulness and community building. Neighbors connected to neighbors solve problems without government involvement, direct neighbors to City government measures already in place to solve their problems, and empower neighbors to work with the City to establish improved measures.

In smaller neighborhoods, the link can be as simple as physical proximity. In larger ones, use of electronic connections may be required. In Corvallis, one neighborhood has a long, successful use of a moderated Google group to communicate; others use email distributions. The Tunison neighborhood is piloting use of NextDoor.com software to promote neighborhood participation and communication. We believe the key to success is to have a tool that is easy to support, a means of sustainable support, and ease of use (both ongoing and in the initial discovery and sign up).

Electronic connections recommendations

1. Listservs or distribution lists

We recommend that the CIDAB provide RNGs and other community groups with information about how to create online groups and email distribution lists. It is critical that RNGs and neighbors have mechanisms that allow them to communicate effectively with each other. There are free resources available for creating listservs and distribution lists such as Google groups.

2. Software or social networking sites

We recommend that the CIDAB make available information about a range of possible options for software, so that existing neighborhoods can experiment with the available options and their associated functionalities and features. Longer term, we recommend that CIDAB look at a variety of software options to identify an option that best meets the needs of the Corvallis RNGs and make a recommendation that provides for RNG private use and provides for frequent, ongoing communications between neighbors and their City Councilors. Options based on our initial research include:

- I-Neighbors (https://www.i-neighbors.org/howitworks.php).
- http://web.mit.edu/newsoffice/2004/ineighbors.html).
- Next Door (https://nextdoor.com/).
- Granicus (http://www.granicus.com/solutions/citizen-participation/).

III. Partnering With Each Other and the City

Successful and effective RNGs that contribute to enhanced neighborhood livability and community satisfaction depend on positive, mutually beneficial relationships among the RNGs and between RNGs and the City. Our survey responses and interviews provide ample feedback from current community members that they would like additional support from the City and improved communication with the City Council, but want to ensure that RNGs are led by community leaders and function autonomously. This promotes efficient use of City resources and strengthens diverse community leadership and self-reliance. By increasing the number of community members and volunteers who are active in neighborhood groups, an increased and more diverse pool of potential volunteers and future community leaders will be created.

Recommendations:

1. City staff support

   a) Budget adequate for City staff to support recommendations, including being available to answer questions of and provide timely support to CIDAB and RNGs and to attend RNG meetings as requested.
   b) City staff as a resource in creating new RNGs, such as defining boundaries and providing templates for bylaws.

2. RNG leadership meetings

Hold public, quarterly (or biannually) RNG leader roundtable meetings. These meetings will serve as a forum for neighborhood leaders to share ideas, discuss best practices, and collaborate on projects or initiatives. We encourage this forum to also be utilized by RNG leaders and active members to share successes and accomplishments, as well as challenges. City staff and elected officials could attend, if requested.

3. Annual RNG recognition process

   a) We recommend that CIDAB, City staff, and current neighborhood association members develop an annual RNG recognition process to determine which neighborhood groups qualify to be Registered Neighborhood Groups and thus receive the associated benefits. Neighborhood groups will be contacted by City staff or CIDAB and required to submit a short annual report and updated contact information. Information about the recognition process should be available on the City website. Newly formed RNGs would have one year to meet the qualifications and have a one year grace peri-

od during start up. We also recommend that RNGs experiencing leadership transition be given more leeway and outreach support from City in training new leadership. CIDAB and staff will use this recognition process to create an annually updated map of RNGs and contact information (name, phone number, email address).

b) Suggested qualifications for RNG status are listed below. We recommend that they be refined by CIDAB with outreach to and engagement with existing neighborhood groups.

i. Size: Establish a flexible number of minimum and maximum households that could be incorporated into a single RNG. We heard reports from other cities that the ideal maximum size for an RNG was an area which could be contacted by hand delivered flyer; the number of ideal households will vary with geography. Given the Council and staff time that we are recommending the City provide, we believe that a lower limit on population is also appropriate.

ii. Activity: If the City is to devote City resources to support RNGs, the City should have assurances that the RNGs are active and representative of their neighborhoods. RNGs should host a minimum number of meetings, social events, and community improvement projects annually attended by a set minimum percentage of membership or number of residents.

iii. Communication: Have a communication system in place that allows members to communicate with each other, with RNG leadership, and with potential members. An online, interactive mechanism of communication allows for participation among members who cannot attend meetings.

iv. Elections & Bylaws: New RNGs need to establish bylaws and should hold elections at least every two years to give the opportunity for new leadership; this helps to promote diverse, new community leadership

v. Annual Reporting: RNGs should submit a short 1–2 page annual report of activity to CIDAB.

vi. Land Use Recognition: To be eligible to participate in the enhanced Land Use processes (see #8, below), RNGs need to have at least two people who have completed the City's land use training, as well as leadership who have completed the City's Public Participation 101 training.

4. <u>City Councilor communication</u>

Assign a City Councilor liaison to each RNG for contact and communication. We recommend that this be the City Council for the ward in which the RNG resides. Ideally, each Councilor would join the communications network for the RNGs in their ward, so as to convey City information pertinent to the neighborhood and to monitor topics about which the City may want to become proactive.

5. RNG updates to City Council

Start inviting individual RNGs to provide annual updates on activity at City Council meetings. This will ideally include an overview of RNG activity and photographs demonstrating activity and/or areas of community concern about which RNG leaders want to make City Council aware.

6. Position vacancy circulation

Circulate all advisory board and commission vacancies or other volunteer opportunities to RNGs. RNGs comprise membership that may be ideal for various community leadership and volunteer positions.

7. City website resources for RNGs

a) The City website should feature RNG information more prominently to connect community members to RNGs and provide links to RNG website, contact information, listserv sign-up information, etc.

b) CIDAB should work with staff to develop a web page on the City website that provides the following resources for RNGs:

- An interactive map to connect individuals to their RNG
- Updated brochure on how to form an RNG with the City's assistance
- A brochure on how to, with the City's assistance, make their neighborhoods more beautiful (in English and Spanish) - Examples are available. See example from Salem, Oregon, at http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/beautify.pdf.
- A safety brochure, with phone numbers (in English and Spanish) - See example from Salem, Oregon, at http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/safetybrochure.pdf.
- A flyer on ways to a better neighborhood (in English and Spanish) – Examples are available. See example from Salem, Oregon, at http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/75%20ways.pdf,
- A who do you call list. See example from Salem, Oregon, at http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/Who%20to%20Call.pdf,
- List of local city and community spaces available for RNG meetings
- A guide to City departments and services - See example from Salem, Oregon, at http://www.cityofsalem.net/Departments/CommunityDevelopment/NeighborhoodEnhancementDivision/neighbor/Documents/GuideAug2010.pdf ,
- Links to relevant Benton County, 509J Corvallis School District, and OSU re-

sources and services
- A link to the City's Land Use education guide
- Templates for meeting agendas and minutes, bylaws, etc.
- Marketing and outreach strategy suggestions for member recruitment

Examples of the content portion for many of these items are available. We expect that much of this content would be assembled by CIDAB.

8) Land Development Code and Land Use Regulations

Historically, Corvallis neighborhood associations are most active in response to proposed development in their neighborhoods. Often their involvement in land use issues comes late in the process, after the staff recommendation goes to the Planning Commission or the Historic Resources Commission. We support changes that will educate neighborhood leaders on land use law and provide for their earlier entrance into the process, with the expected benefits of:

- Improved communications between City staff, neighborhood representatives, and the developer.
- Fewer requests that are outside what is possible without Comprehensive Plan or Land Development Code changes.
- Better informed requests for Land Development Code changes.
- Design accommodations by the developer, where possible, occurring early so as to minimize cost impacts.
- Adequate time for a neighborhood to become knowledgeable about the proposed plan.

Recommendations:

a) Annual trainings be offered for RNG leaders in land use process and Land Development Code, "Land Development Code 101," with focus on qualifying for participating in a pre-application process.

b) CIDAB and staff work together with the Planning Commission to change the land use development process so as to require developers to hold pre-development, pre-application meeting with RNGs prior to any applications for minor or major development proposals occurring within a RNG (done in Lake Oswego, Eugene, Bend, and other cities). This will only be effective in a framework in which involved RNG members have been trained in land use and Land Development Code as required to maintain land use RNG recognition.

VII. COST ANALYSIS AND IMPLICATIONS

The effective engagement of community members can have significant and positive impacts on the city. While there are direct costs in the support of the public participation process, the net effect of a well-functioning public participation process increases the likelihood of decisions that are better understood and supported by the community. This process can result in long term savings in City resources. Current costs were provided by department directors and included in a table in Appendix II on page 45. Estimated net effects are projected on the table.

We recognize the City Council's priority of creating a sustainable budget and note that City Council must prioritize recommendations and the use of resources for public participation effectiveness.

The cost implications of this set of recommendations are dependent on a variety of factors. The one-time costs that are part of staff responsibilities in an ongoing, regularly changing City government (such as name modifications or limited changes in legal or code language) should not be included.

- Cost implications are dependent on which option the City Council decides to implement. Any choice to leave the system "as-is" has no net budget impact. The cost estimates reviewed in this analysis were provided by department directors. Actual fixed costs include the hiring of note taking recorders to prepare the minutes.

- Cost implications are also dependent on the implementation and timing of any changes. In addition, costs are dependent on the amount of work that volunteers can do by working with staff.

- In the past, the Commission for Martin Luther King Jr. has been allocated funding (recently $10,000) for the purpose of its charge. This is the only commission that receives dedicated funding. We recommend that the newly charged Martin Luther King Jr. Advisory Board meet with their Council standing committee to review best use of these funds as a result of the proposed broadened scope of this committee and to determine the amount of funding needed to meet their charge.

Cost implications of re-organizing advisory boards and commissions (Charge 1.a. – 1.d.):

<u>1. No significant changes in recommendation/no significant cost implications: Planning Commission, Historic Resources Commission, Community Police Review Board, Board of Appeals</u>

<u>2. Limited changes in recommendation/some increases in department staff support costs:</u>

Budget Commission, Commission for Martin Luther King Jr.

- Additional Budget Commission meetings in the fall may require limited staff resources.

- Support for CMLK would be reinstituted; this support was formerly provided.

3. Mergers and combinations in recommendation/limited cost implications:
Arts and Culture Commission and Public Arts Selection Commission, Downtown Commission and Downtown Parking Commission, Planning Commission, and Land Development Hearings Board

- Combining these committees would provide limited decreases in staffing costs in supporting departments and City Recorder's office.

4. Changes to departmental advisory committees in recommendation/limited cost implications: Capital Improvement Program Commission, Airport Commission, Watershed Management Advisory Commission, Commission on Civic Beautification and Urban Forestry

- We anticipate a one-time cost for set-up and implementation of the changes.

- We anticipate a reduction in costs over time as committees operate in new structure (selection of members, lower replacement costs, less paperwork, efficiency of operations) in departments and City Recorder's office.

5. Significant mergers, changes, or transfers of responsibilities in recommendation/limited impact on costs.
a. Sunsetting the Commission for Citizen Involvement and the formation of the new Community Involvement and Diversity Advisory Board. (Includes addressing Charge 7)

- We anticipate a one-time staff costs for sunsetting the CCI and for setting up and starting the CIDAB. Initial staff support costs for start-up of CIDAB should be similar to staff time formerly used to support the CCI.

- If the CIDAB is going to work to implement the PPTF recommendations for its responsibilities, additional staff support will be required, up to a .5 FTE staff position. This is dependent on timing for implementation, as well as future year budgets.

b. Formation of the Multimodal Transportation Advisory Board, including the merger of the responsibilities of the Citizen Advisory Commission on Transit and the Bicycle and Pedestrian Advisory Commission.

- We anticipate one-time staff costs in the department, as well as in the City Recorder's office, for sunsetting and for setting up the new board.

- Once implemented, there should be either no increase in staff support or possibly less staff time required.

c. Formation of the Water Systems Advisory Board.

- We anticipate one-time staff costs for setting up this new board. The new board will require new staff support time, but given the other changes suggested in this recommendation that impact the Department, limited staff cost increases (if any) are anticipated.

d. Other possible mergers such as the Downtown Commission and the Economic Development Commission and incorporation of economic development related activities from the Airport Commission.

- We anticipate one-time staff costs to implement any of the possible options. Over time, implementation of any of the options should decrease staff support costs and increase efficiency.

Cost implications of recommendations on formation, evaluation, revision, sunsetting, relationship to operating departments and the role of the Council liaison.

(Charge 2a. – f., 3, 4)

If implemented, all of the recommendations accepted should decrease costs over time. These changes should increase the efficiency of City and Council operations and enhance the use of volunteer time and technical expertise and advice.

Cost implications of recommendations related to access and opportunities.

(Section V. Charge 5 a. – b.)

Many of the recommendations in this section can be implemented with little cost by making changes in current operating policies and procedures. Others would require additional staff support to the Mayor as well as the City Recorder's office, to both implement recommendations for one-time costs as well as ongoing staff support. Those costs will need to be built into future budget requests.

Cost implications of recommendations related to reducing the use of staff support and maximizing the use of volunteers. (Charge 6 a. - b.)

Based on the research and discussion of the Public Participation Task Force over the last nine months, we have come to the conclusion that reducing staff support while maximizing volunteers can be difficult to achieve simultaneously. We believe that, over time, our recommendations will significantly increase and help to maximize the use of community volunteers. However, in order to do that in an appropriate and significant manner staff support is critical. Specifically, increased staff will be needed in order to support the CIDAB and its responsibilities in both involving community members in City operations and in providing assistance and support to neighborhood organizations.

Cost implications of recommendations related to neighborhood associations.
(Section VI- Charge 8)

To implement the recommended changes will, over time, require dedicated staff time and City resources that will have to be considered in future budget requests including the following:

- Neighborhood Empowerment Grant Program: Other communities in Oregon have and do dedicate significantly more resources to similar programs than Corvallis has done in the past. Examples include Lake Oswego, Bend, and Eugene with budgets ranging from $38,000 up to $60,000. We recommend annual funding from $25,000 to $30,000 be considered.

- Other budget support costs would include a small budget of $5,000 - $10,000 available annually to provide ongoing support to neighborhoods.

- Over time, additional staff support of approximately .5 FTE (as noted earlier) may be required to support the proposed neighborhood program, as well as support to the additional CIDAB responsibilities.

Appendix I
Overview of Research Process

This appendix details the process the PPTF followed in order to create our recommendations and report. We did our best to gather and incorporate public input through surveys, public meetings, and public documents available on the web. PPTF Chair Kent Daniels endeavored to visit as many board and commission meetings as possible to learn about current activity. Due to time constraints, we were unable to attend meetings of every board and commission.

- Website review and phone interviews to glean best practices and ideas around public participation practices, board and commissions, and neighborhood associations with the following cities in Oregon: Eugene, West Linn, Salem, Bend, Albany, Lake Oswego, Springfield, Woodburn, McMinnville, and Ashland. Cities contacted outside Oregon include Pasadena, CA, Bellingham, WA, and Ithaca, NY.

- Phone calls to all current Corvallis neighborhood association leaders for which we were able to locate contact information. Below are the questions that were asked. We found four active homeowners associations, 12 active neighborhood associations, five inactive neighborhood associations, and seven that we could not contact due to lack of activity or accurate contact information.
    - Is your neighborhood association active?
    - How often do you meet?
    - How do you announce/advertise your meetings?
    - What would you like from the City in terms of support?
    - What types of activities do you have?
    - How do you recruit new members?
    - Do you have bylaws?
    - When is the last time you had an election?
    - Do you have a treasurer?
    - Other comments or feedback

- Public testimony received by the Task Force during its regular meetings and through e-mail. Numerous members of the community offered their input.

- Electronic survey to current board and commission members, with 93 total responses received.

- Sponsorship of January 13, 2014 public meeting to obtain feedback from current board and commission members and neighborhood association leaders on strengthening the system, building community, and enhancing communication.
    - Because not all neighborhood association leaders have or check email, all current neighborhood association leaders we had contact information for were called and personally invited to the January 13, 2014 public meeting.

- Survey to current neighborhood association leaders and active members on the topics of communication with each other and the City, resources that would be most helpful, and types of activities and issues in which the groups are interested, with 135 total responses received. (See Appendix IV on page 48.)

- Eugene site visit on January 28, 2014 with Neighborhood Program staff and neighborhood association leaders.

- Attendance at the February 5, 2014 Corvallis Neighborhood Summit to provide an update about the PPTF's work and encourage attendees to provide feedback via the neighborhood association survey and through testimony at PPTF meetings.

- Solicitation of in-person feedback and ideas from the Mayor and the three department directors who provide support to most of the City's advisory boards and commissions. The City Manager also provided the PPTF with information provided in a written response to the Task Force.

- Distribution of initial draft recommendations to existing advisory boards and commissions prior to the second public meeting for review and feedback prior to the final draft of the recommendations.

- Sponsorship of April 28, 2014 public meeting to present and receive feedback on the draft recommendations. Approximately 60 community members attended and were asked to discuss the following questions: Do you see any missed opportunities in the draft recommendations? Which recommendations concern you? Which recommendations do you support and are especially excited about? Feedback about the meeting included many positive comments about the discussion format.

Appendix II
Current Board and Commissions Cost Estimates

Rough cost estimates were provided by department directors and other City staff and assembled for comparison in the table below. A consistent methodology was not provided for the development of these estimates. However, these figures do provide a context for evaluating the proposed recommendations.

Committee	Department	Current cost estimates	Option A	Option B
Budget Commission	Finance (estimated, varies)	$20,000	$20,000	$20,000
Historic Resources Commission	Community Dev($3k per HPP)	$80,000	$80,000	$80,000
Planning Commission	Community Dev (estimated, varies)	$60,000	$60,000	$60,000
Planning Commission	Public Works	$264,760	$211,808	$211,808
Board of Appeals	Community Dev- *no data provided*			
Land Dev Hearings Board	Community Dev (per appeal hearing)	$3,000	$0	$0
Airport	Public Works- costs provided	$6,250	$6,250	$0
Arts & Culture	Parks & Rec- costs provided	$3,143	$3,143	$3,143
Bike & Pedestrian	Public Works- costs provided	$12,800	$0	$ 12,800
Capital Improvement Projects	Public Works- costs provided	$3,800	$0	$0
Civic Beaut. & Urban Forestry	Parks & Rec- costs provided	$5,366	$0	$0
Comm. For Citizen Involvement	Community Dev- costs provided	$8,000	$0	$0
Corvallis-Benton Library	Library- costs provided	$6,178	$6,178	$6,178
Downtown Parking	Public Works- costs provided	$4,170	$0	$0
Downtown Commission	Community Dev- costs provided	$14,200	$0	$14,200
Economic Development	City Manager- *est., no data provided*	$14,000	$14,000	$14,000
Housing and Community Dev	Community Dev- costs provided	$10,000	$10,000	$10,000
Martin Luther King Jr.	City Manager- costs provided	$1,800	$7,000	$7,000
Parks & Natural Areas	Parks & Rec- costs provided	$16,800	$16,800	$16,800
Community Police Review	Police- estimate, costs provided	$1,000	$1,000	$1,000
Public Arts Selection	Parks & Rec- costs provided	$1,844	$0	$0
Transit	Public Works- costs provided	$7,960	$0	$7,960
Watershed Management	Public Works- costs provided	$8,360		$8,360
Comm. Involvement & Diversity	Community Dev- estimate	$0	$10,000	$10,000
Multi-Modal Transportation	Public Works- estimate	$0	$12,000	$0
Water Systems	Public Works- estimate	$0	$8,000	$8,000
	TOTAL	**$473,431**	**$470,388**	**$495,451**

Appendix III
Board and Commission Survey Summary

Overview

The purpose of the board and commission survey was to learn about some of the current practices of boards and commissions in the areas of process and organization as well as communication with City Council and with the public. The survey also served as a forum for current board and commission members to provide feedback on areas of growth for the board and commission system.

The survey was sent in November 2013 and board and commission members were given three weeks to respond to the survey. The survey saw 85 total respondents, with all boards and commissions having at least one member respond. The results of the board and commission survey helped to inform the recommendations. Complete survey data is available in the City of Corvallis Archives of the PPTF May 22, 2014 meeting.

Note: There are 174 total members on all boards and commissions. Some members are on more than one. The survey had a 48.9% response rate.

Corvallis Board and Commission Feedback Survey - Themes

Process & Organization

1) Need/desire for orientation/training, 36% report having an orientation, 64% do not or are unsure if they receive an orientation
2) Strategic goal setting is needed, 42% of respondents were unsure or said their B&C does not set annual goals
3) General need for consistency in process (how to run meetings, public meeting law, annual planning/goal setting, roles of commissions, City Council liaisons, etc.)
4) Confusion on what was meant by diversity, most commissions lack racial/ethnic diversity, age diversity, and SES diversity
5) Great relationships and communication with city staff, boards and commissions are largely very happy with staff support, collaboration, and interaction, overwhelmingly positive responses on city staff, 93% report having an appropriate working relationship with city staff
6) Desire for a more inclusive, transparent process for filing vacancies
7) 88% feel valued and appreciated despite no formal appreciation/celebration process

Communication

1) Engagement with citizens is largely passive through holding public meetings, 40% do not have strategies or are unsure of strategies for collecting citizen input
2) More structured communication to City Council would help, e.g. annual presentation to Council
    a. 82% report understanding the role of the City Council liaison but 51% are unsure if the liaison communicates regularly to City Council and 72% report having adequate communication with City Council
    b. Some liaisons collect items that B&C want to have reported to City Council
    c. Remove the 3 minute timer, extend the amount of time allotted for hearing from B&Cs
3) Some respondents commented on the need for members of the City Council to demonstrate active listening during presentations or testimony. The current perception by some respondents is that testimony is not valued.
4) Interest in annual gathering of B&Cs to reduce silos and increase knowledge among B&Cs of each other's work.

Appendix IV
Neighborhood Groups Survey Summary and Raw Data

Overview

The purpose of the Neighborhood Associations (NA) survey was to compare and contrast what the PPTF had learned from other cities on the function of their NAs with the experience of active members of Corvallis NAs. The survey contained a balance of requests for responses to specific ideas and open-ended questions. Complete survey data is available in the City of Corvallis Archives of the PPTF May 22, 2014 meeting.

The initial distribution was sent to the list of leaders in the city's neighborhood associations, and was announced at the Neighborhood Summit convened by several of the NAs bordering the OSU campus on February 5, 2014. Of the initial 93 responses we received, about 90% were from NA members near to campus. We later learned that distribution of the survey announcement to Willamette Landing Homeowner Association, and South Corvallis, and Tunison NAs had failed to reach the intended recipients. We took this as an opportunity to get additional information on near campus versus away from campus foci, and reopened the survey to these three South Corvallis organizations. The second round received an additional 28 responses. Clearly 28 responses from South Corvallis cannot be considered to represent all of the NAs located away from campus. Our hope is that in noting the differences, we can call attention to the impact of NAs current pattern of focus on land use and the difference in needs and interests of neighborhoods across the city, based on proximity to campus and neighborhood personality and interest.

Results

As indicated in the responses to question #3, "**What activities and issue areas are you interested in having your NA work on?"** there was broad agreement that NAs should work on transportation and traffic issues (81% of all respondents) and land use/development (76% of all respondents). There also was substantial agreement on a number of other issue areas:

- Neighborhood watch/public safety/crime prevention - 52%
- Neighborhood beautification (landscaping, clean ups, tree plantings, etc.) - 55%
- Block parties and social gatherings - 49% (46% near campus / 61% away from campus)
- Coordinating raking, shoveling, and other assistance to elderly or otherwise vulnerable neighbors - 48% (41% near campus/71% away from campus)

Question #5 showed broad agreement on the desire for the City providing the following resources/services:

- Annual training/orientation for neighborhood leaders
- Free meeting space

- Neighborhood empowerment grants
- Resource manual with information about land development code, meeting agenda templates, meeting minute templates, goal setting, outreach and marketing strategies, facilitation techniques, etc.

Question #7, "**What type of communication would you like to have with other neighborhood groups and the city?"** also revealed substantial city wide agreement with the following responses:

- Quarterly gatherings with neighborhood association leaders – 58%
- City Council liaison assigned to each NA – 53%
- Annual work session with City Council, Mayor and NA leadership – 54%
- Ability to provide a 10-15 minute annual update to Council – 57%

A common theme, throughout the survey comments, was a desire for City Council to listen to what NAs are saying and to act upon the information they receive.

<u>Near Campus / Away from Campus Responses</u>

The comparison of near campus NA responses with South Corvallis responses showed some interesting differences. Note we have included percentage of respondents along with the noted responses. In the case of information that came from questions with lists of topics provided, we believe that a response rate of around 50% or higher is significant. For the open ended questions with self-identified issues, we believe that responses greater than 15% are worth noting. Analysis of the open ended questions was done by establishing categories of response and noting the number of responses that appear to fall into those categories.

Issues Important to Central NAs but not so much to Away from Campus NAs

- Code enforcement issues – 59%
- Traffic / Parking / Traffic Safety – 42% (of self-identified issues)
- Infill / Development / LDC issues – 33% (of self-identified issues)
- Foster Leadership Development / Willingness – 19% (of self-identified issues)
- Land Development Code Education / Action – 15% (of self-identified issues)

Resources Important to Central NAs but not so much to Away from Campus NAs

- Manual with information on Land Development Code and running effective meetings
- Website for your Neighborhood Association

Issues Important to Outside NAs but not so much to Central NAs

- Disaster preparedness and response – 64%
- Neighbor exchanges for neighbors to borrow items like ladders, canopies, tools, etc. – 75%
- Continue our community building activities – 26% (of self-identified issues)
- Safe Bike / Walking paths- 19% (of self-identified issues)Food Availability / gardens – 15% (of self-identified issues)
- Complaints about not being able to drag and drop – relates to question #5 and may have impacted priorities – 30%

- We already have many of these items (especially communication) – relates to question #5 – 40%
- List Serve – as a means of communication with City (low rank may relate to both South Corvallis and Tunison already having list serves independent of City sponsorship)
- Food Access – 14% (of self-identified issues)
- Free Space for Community Events– 14% (of self-identified issues)
- Love that we act for each other– 14% (of self-identified issues)
- Speed Control Measures (SE 3rd) – 14% (of self-identified issues)

Resources Important to Outside NAs but not so much to Central NAs

- Yearly dumpster service available for neighborhood clean-ups

Appendix V
Board and Commissions Changes: Options Chart

We acknowledge that City Council must prioritize recommendations and the use of resources for public participation effectiveness. The table below provides alternative options to create more comprehensively charged advisory boards.

- The three committees on the far left are the three City Council standing committees. (See recommendation under Charge 2b.)
- All current advisory boards and commissions are listed in the column on the right side of the page.
- A change of scope or a new advisory board is indicated in **BOLD**.
- We assume that departmental advisory committees are not included on the boards and commissions list and will be more cost-effective than currently organized.

	Option A		**Option B**		**No changes**
	4 commissions 11 advisory boards ***Total*** 15, plus 2 departmental advisory committees		4 commissions 12 advisory boards ***Total*** 16, plus 4 departmental advisory committees		Total advisory boards and commissions: 22
Human Services Comm.	**Arts & Culture Advisory Board** (merge Public Art Selection) **Community Involvement and Diversity Advisory Board** (expand scope, sunset Committee for Citizen Involvement) **Civic Beautification & Urban Forestry Departmental Advisory** Corvallis-Benton County Public Library Advisory Board Housing & Community Development Advisory Board Martin Luther King, Jr. Advisory Board Parks, Natural Areas & Recreation Advisory Board Police Review Advisory Board *(continued on next page)*		**Arts and Culture Advisory Board** (merge Public Art Selection) **Community Involvement and Diversity Advisory Board** (expand scope, sunset Committee for Citizen Involvement) **Civic Beautification & Urban Forestry Departmental Advisory** Corvallis-Benton County Public Library Advisory Board Martin Luther King, Jr. Advisory Board Parks, Natural Areas & Recreation Advisory Board Police Review Advisory Board		Arts & Culture CBUF CCI MLK Library Police Review PNARB Public Art Selection

continued	**Option A**		**Option B**		**No changes**
Urban Services Comm.	Appeals Commission (Board of Appeals) **CIP Departmental Advisory** Historic Resources Commission **Multi-Modal Transportation Advisory Board** (includes Bicycle & Pedestrian, Citizen Advisory Commission on Transit, possibly Downtown Parking) **Planning Commission** (merge Land Development Hearings Board) **Water Systems Advisory Board** (merge Watershed Management Advisory Commission)		Appeals Commission Bicycle & Pedestrian Advisory Board **CIP Departmental Advisory** Historic Resources Commission Housing & Community Development Advisory Board **Planning Commission** (merge Land Development Hearings) Transit Advisory Board Watershed Management Department Advisory **Water Systems Advisory Board**		Appeals Commission Bicycle and Pedestrian Capital Improvements Program (CIP) Downtown Parking Housing and Community Development Historic Resources Land Development Hearings Planning Commission Transit
ASC	Airport Advisory Board Budget Commission Downtown Advisory Board Economic Development Advisory Board		**Airport Departmental Advisory** Budget Commission **Economic Development Advisory Board** (merge Downtown Comm.) **Option C: Downtown Advisory Board** (merge with Downtown Parking) **Option C:** Economic Development Advisory Board (merge economic matters of Airport Commission) **Option D:** Economic Development Advisory Board (add liaison from Airport Advisory Board)		Airport Budget Downtown Economic Development Watershed Management

Appendix VI
Example of Suggested Minute-taking Format and Orientation

Suggestions related to board and commission member orientation

1. Any orientation or training for new board and commission volunteers needs to include a component that emphasizes the public nature of their role as quasi-official City representatives. Anything individual members say at their meetings, or to the press, or in other contexts can and likely will become public knowledge and/or record. Meeting minutes, for example, are public records.

2. Training should emphasize the expectation that boards and commissions respect the work and roles of other boards and commissions.

   • Refrain from remarks that negatively characterize, belittle, or otherwise denigrate the work or motives of others.
   • Encourage regular and ongoing communication among boards, particularly when one board embarks on work that may affect or involve the roles and activities of another or others.
   • Seek to directly address and resolve perceived conflicts and concerns about work of other boards via chair-to-chair communication whenever possible.

3. Training should also emphasize that collaboration between boards is strongly encouraged and welcomed.

4. City Councils establish new boards to advise them on issues deemed significant and important for the full community. This does not mean a new board is therefore more important or valuable than other advisory boards, which were established by previous councils on the same premise.

Suggestion for minute taking format (next page)

CITY OF CORVALLIS
(name of board or commission) Minutes
Date/Time DRAFT

Members present		
Members absent		
Staff		
Visitors		

Agenda Item	**Key Discussion Points**	**Action* Or Information Only**
1. Welcome & introductions, Chair	• The meeting was called to order at _____. •	•
2. Visitor's propositions	(name of speaker): • (name of speaker) •	•
3. Item, person responsible	• •	•
4. Item, person responsible	• •	•
5. Item, person responsible	• •	•
6. Next agenda, Chair	• •	•
7. Adjourn	• The meeting was adjourned at _____.	

Respectfully submitted, Chair

Next Meeting(s):

Attachments:
* Record the maker of the motion. Note decisions made by consensus.

Respectfully submitted, Chair

Next Meeting(s):

Attachments:
* Record the maker of the motion. Note decisions made by consensus.

Appendix VII
Board/Commission Annual Report and Proposed Work Plan Template

(Date) Corvallis (name of advisory board/commission/TF)
Annual Report and Proposed Work Plan:

Try to limit to one to two pages; addenda are optional.

Members:
Staff/ Council Liaisons:

Purpose/Mission (from enabling ordinance):
Example: Advises the City Council and Planning Commission on transportation related issues and works with City staff to proactively plan for a transportation system that enhances Corvallis livability, character and natural environment.

Prior Year Report:
Work completed
Recommendations, reports, projects, major issues resolved
Work in progress
Recommendations, reports, projects, major issues under review

Next Year Proposed Work Plan:
Regular work (ongoing or annual)

- List by task, project or goal

Description may include timeline, needed resources beyond standard, expected result

- Ex.: <u>Review annual Traffic Mitigation Report and make recommendation to Urban Services</u>

Receive report and recommendation from staff in September, discuss and receive testimony September and October, submit recommendation to USC in November

Special work for this year

- List by task, project or goal (new or continuing?) Description may include timeline, needed resources, expected result
- Ex.: <u>Begin discussions in preparation for revision of Plan for Upgrading Streets to Code</u>
    - Review existing plan and data concerning results and concerns
    - Implement first steps of public outreach and review
    - Develop a plan for public outreach and review
    - Receive staff's first draft of plan
    - Resources include scheduled staff time, budgeted costs for public meeting
    - Eventual results should be a cost-effective plan to improve safety on neighborhood streets

Resources:
Were resources (staff, volunteers, funds) adequate to complete your work in the prior year? Why or why not? Are different resources needed to meet your proposed work for the next year? If not, what changes do you propose?

Appendix VIII
Themed Public Comments from Public Meeting #2

Complete minutes from the April 28, 2014 public meeting are available in the City of Corvallis, Archives of the May 15, 2014 PPTF meeting, page 13.

Sorted by City Council Charge

Charge: The Task Force will consider the issues below in their study and deliberations. The Task Force will develop alternative options to recommend to the City Council for improving the effectiveness and efficiency of the City's board and commission system.

1. The number and scope of boards and commissions

a. Combining boards, addressing gaps

i. Consistent use of committee names

- The definitions of advisory committees, commissions, and task forces are nice. Gives more clarity and consistency to the process.
- Clarification of definitions is good. Consistency allows for how much a citizen wants to get involved-participate.
- The changes in names are clarifications of authority . it would be clarity to the process. It makes for reasonable expectations. Step in the right direction. I don't really know what our authority is.

ii. Reducing number of advisory boards and commissions

- Lessen committees 13 vs. 22 - makes sense
- Reducing the number of boards and commissions provides less opportunity for involvement and creates less opportunity for specialization
- Concern is that things are very hard to get things done, things take so long to accomplish with city government, feels that they will get less done by being part of a larger group as a result of having members with different goals and interests, competing interests means less will get done, if you can't reach consensus you can never make a recommendation
- If you have larger commissions, there are more subcommittees, more meetings, and more work
- I would rather focus on my specific interests than to have my interests spread out more.
- Why is it a problem or not a source of pride that we have more commissions than other cities? If they don't need to. What is the scope of the problem? What is the source of the problem?
- Combining of commissions: more work for commissioners? Don't overwhelm.
- The PPTF did a good job combining groups. Nothing was missed.

iii. Visualizing proposed changes

- Have a scheme of what are all the boards and commissions, have a chart of the standing committees, it's not always clear how standing committees and boards and commissions relate. Create an organizational chart of how the city operates and works.
- Wanted flow chart to understand how current boards and commissions are related to City Council compared to how new would be

b. Specific areas of advisory boards and commissions

i. Airport

- Don't understand proposed changes to Airport Commission.
- Airport Commission will need to talk at their next meeting and send in feedback late next week.
- Airport Commission is concerned with Option B- it is a self-sustaining commission and should remain a stand-alone commission and not a Department Advisory Board.
- Airport Commission is self-funded by federal money plus fees paid by airport users - no chance to save money there.

ii. Arts, Beautification, Parks

- Arts and Culture/PNARB/CBUF/Downtown Arts should all be one commission (just one commission for Parks and Recreation) and have sub-groups that deal with the specifics.
- A lot of beautification groups could be consolidated – arts, CBUF.
- The Public Art Selection Commission could operate as a subcommittee of the Arts & Culture Commission. But, in general, merging groups will mean a loss of voice for some.

iii. Budget

- Budget Commission - Talk about getting discussion earlier. Would that just make for lots more meetings all year? (Not necessarily, for example LBCC has a November meeting about the big challenges and concepts. This informs the administrative development of budgets)
- Should the budget commission do all the advising?
- Likes recommendation for Budget Commission.

iv. Diversity, Inclusion, Involvement

- Where is the city's investment in diversity? I have not seen any point person for diversity with the city. Who has responsibility for supporting each advisory committee or commission? All of the advisory committees and commissions need to have a city staff member with job duties aligned with the advisory committee or commission.

- I'm wondering if there are enough people to fill the spaces in the boards and commissions. What is the rationale for merging? Does it have anything to do with not having enough people to fill the spaces?
- CIDAB- Diversity should be replaced with Inclusiveness. Diversity has a specific meaning and that is not the intent of this group.
- Like CIDAB - good to encourage broad citizen involvement
- CIDAB Group can't meet the needs of the list to support the RNG's. Seems that would be staff work and not the work of volunteers (i.e. create website, etc.).
- Like CIDAB. Likes the focus on outreach and helping folks feel comfortable in approaching government.
- Still lots of work to be done – CIDAB.
- MLK Commission not very active commission and now broadening scope, feels it should be a part of a diversity board (sub-group) not a stand-alone commission (a part of new CCI)
- CCI should merge with MLK Commission
- MLK – could someone tell me about this? Promoting diversity is good, but ghettoizing it might be a problem, it could keep the issues of diversity out of the other committees.
- MLK Commission is very, very specialized, why was it not merged?

v. <u>Economic Development, Business, Downtown</u>

- Downtown Corvallis issues will not get addresses if the new system is put in place.
- Downtown Commission works on more than just economic items and that body of work may be lost if the Downtown Commission combines with Economic Development, they talk about housing downtown, signage, accessibility downtown, etc. Will this work be able to be continued?
- The Downtown Commission does very specific work.
- The Downtown Parking Committee is part of the Downtown Commission and its very specific issues that the Downtown Parking Committee works on. If we're looking for citizen involvement, having narrower focuses is helpful so where people know where to go.
- Downtown Parking is already a part of the Downtown Commission-should not be a recommendation because that is already the case.

- Would like to have seen the Economic Development Commission more fleshed out and what additional work they could take on being addressed.

vi. Putting the Downtown Commission under the EDC would be a disservice to the downtown. The EDC is about bigger picture economic issues. We'll lose

the heart of the downtown by putting it under EDC. There are issues specific to the downtown that need to be addressed; they would get lost under the EDC. The Downtown Commission is a neighborhood-based commission, a combination of businesses and residents.

c. Planning

- Planning Merge with Land Development is good.

d. Public Safety

- Public Safety Advisory Board is vague- not sure it is needed
- We don't have an advisory board for the Fire Dept.
- The Community Policing Forum is advisory to the Police Dept., and they are adamantly opposed to merging with Public Safety. I'm not a fan of getting greater efficiencies by merging boards and commissions.

e. Transportation

- Overarching Transportation Board is a good recommendation (will ensure better communication and planning with all groups together).
- Transportation could be 9 members with each 1/3 have a representation of 3

- Use liaisons between transport groups.
- Like - Transportation – the possibility of review of road construction early on.
- Like Opportunity to merge all transportation committees into one.
- Makes sense to have parking as part of Transit.
- Concern about how new Transit Board would function and still be able to maintain the voices of the boards that are merging into it.
- Downtown Parking Commission is really more focused on traffic and transit, which should be kept under the Urban Services Committee, rather than the ASC. Also, it should continue to meet on an as needed basis. The issues it deals with are very specific. It could be part of the proposed Transportation Advisory Board.
- BPAC
    - Would cars be the 800 lb. gorilla? Would parking really be included in Transportation Advisory Board? Maybe that would be a distraction. Transportation should include how do you reduce car traffic, the need for parking?
    - Has concerns BPAC. However, maybe the combination suggested might be a good way of making sure that bike and pedestrian interests are heard in the context of all transport decisions.
    - She notes the need to have a 21st century vision for public transportation. She notes that staffing changes in recent years have led to staff less focused on bike transit. Thus the proposed merger comes at a particularly bad time. She complained that currently staff is not following procedures established in the past to bring items through BPAC.

- Will there be an adequate voice for bicycles on transportation--he is afraid that the BPAC voice will become ambiguous; Currently Corvallis received the Gold level from American Bicycle League because we have an active bicycle advisory. If combined will we stand the chance of losing this level.
- Implications if Bike and Peds is consolidated? Bike and Peds tend to be given second place to cars. The new one is a jump, a leap of faith. If they combine into transportation broadly – it would be interesting to see the composition of the body. Would it just be people interested in parking and cars?
- Bikes and pedestrians do not have same interests.

f. Water

- How do building plans fit in with Water Advisory Board- does not fit and does not make sense.
- The idea of simplifying appeals to me, but, as a novice, I think that the proposed efficiencies and streamlining may be enough to get us where we want to go. I think having a Water Systems Advisory Board is important, and it's going to be increasingly important.
- Like - Water Systems Board
- No need for a Water Advisory Board- there is no need. Knows where this recommendation came from and it is not a widely shared concern.
- Watershed
    - Watershed should be a part of the Water Board.
    - WMAC doesn't want to be included in Water Advisory Board. Not a fit for them. WMAC is about Forest Management. Putting them in with a Water group would make their role a small one in a group that doesn't deal with similar issues. Would be willing to look at becoming a DAB. Prefer staying as is.
    - Doesn't like WMAC becoming a DAB. They work on issues that public is interested in. People can't go into the Corvallis Forest. As a DAB they wouldn't have to meet open meeting laws. Likes idea of a subcommittee of Water Advisory Group.
    - Watershed as a Department Advisory Board is a good recommendation.

g. What is missing from the recommendations?

- We seemed to be missing anything that addresses City Energy and Resource Use. No concise way for citizens to advise the City on this topic.
- Make task force on communications.
- Lack of discussion about energy use and greenhouse gasses and how the City will work to reduce.

h. Department Advisory Committees, Subcommittees

- How could subcommittees be used to do some of the work for the whole board?
- These recommendations will require more staff time with the additional boards and now sub-committees.
- It's important to define what they are and who they report to, who are they advising? How is the advice received?
- Concern about loss of public meetings when commission turns into an Advisory Board.
- Concern about Department Advisory Boards- what is the notice meeting process, who would appoint and what does that process look like, concerns department directors would stack the advisory boards with like-minded people.

i. Advisory boards and commissions – general comments

- Need different levels of public participation that require various level of time commitment.
- What is the meeting schedule that makes sense for each group? Not all groups need to meet monthly.

2. The formation, evaluation, revision and sunsetting processes

a. Appointment

- Overarching boards should have even representatives from the sub-groups so not one issue/viewpoint dominates the bigger boards that have sub-groups. Have to be thoughtful in the appointment process.
- I resent telling the mayor how he or she should do their appointments for boards or commissions.
- I don't really like having the Mayor do all the appointments. I think there needs to be a better process for the appointments.
- It's good to have recommendations go to the Mayor for the appointments.
- More transparent openings/advertisements for Board and Commission appointment process.
- Question about a non-resident having a voice, but no vote. A community member works here and has a business here, but does not live here. Perhaps they could be on an advisory body.
- Maybe make a commission fluid. Example A commission could have 8, with 4 be consultants or "on call" for their specialty.
- He has served on non-profits where the board members jobs were to interview a person with a specialty vs. having the person on the board. The board member would report back the information. It simplified having people coming in and presenting all the time.
- Like - Better publication of openings on Boards.

- Like - Access and opportunities. Happy with focus on outreach to make volunteer opportunities known.
- Do not expand boards to include a non-voting member outside of Corvallis- there is no real need to rationale.

b. Work plans/reports to Council standing committees

- Is Goal setting really needed?
- Report back to council quarterly vs. once a year - a written report.
- Some people are action people and some people are goal people.
- How would the relationship between the standing committees and boards and commissions work? The check in process might keep the boards focused on work (example: making sure that the TAB didn't just focus on car issues, but continued to keep transit and other issues considered).
- Report needs to be clearer about tie between council goals and board goals.
- Sunsetting is not defined.

3. Relationship with City operating departments

- What is legitimate city business versus work for the commissions and boards to do? What should city staff role be? What is a professional role for the city the play? What is a reasonable amount of work for a board or commission to do? Make sure that the amount of work that is put on boards and commissions is reasonable. Make sure that work load is sustainable for boards and commissions.

4. Council liaison role

- Liaisons positions important
- Council liaison – what does that mean? Those are city councilors. More clarity would be good. It might be better to have the relationship between the advisory board and the standing committee.
- The proposed change in boards strengthening relationships with standing committees would help.
- The council liaison position could go away.
- All those meetings for city councilors – how do you do all these meetings?

5. Opportunities to advise the City Council

a. Training/orientation

- Trainings should be available to everyone, but shouldn't be mandatory.
- 101 guides on participating is a good thing if done right.

- Likes big picture about streamlining. Also, looking forward to getting guidance on how to react to public and learning about records requirements. Learn about what's legal.

- From PC: it would be really helpful for us if community members had better access and understanding of land use issues.
- These recommendations are good. I didn't have a clue. After 2 meetings, and no orientation, I was made vice chair.
- Clarifying questions about orientation and training: new members only, or also for recruitment? It could be a good tool.
- There could be a 'TED' talk about an advisory board, so people know what it is about. Videos about each B&C.
- Encourage various advisory boards to attend meetings of other advisory boards. Go to the community; don't necessarily expect people to come to public meetings.
- Some communities show a film for jurors, so you know in advance what is going to happen and why. That could be good for advisory boards. It wouldn't require everyone to come together. What we have now just isn't working.
- It would be good to have a video about giving public testimony. In person is good, but a video would be available any time. A good recruitment tool.
- Orientation needs to be clear. Outgoing chair needs to bring along the new person.
- We need to have a shared community-wide calendar so different groups can see what's happening and they can coordinate their activities. An annual meeting of boards and commissions would enable people to do this.
- Currently there isn't adequate training.
- It would be useful if one of the outcomes was an educational video that Citizens can view to serve as an entrée into engagement. This would be useful for new community members as well as folks becoming vaguely aware of the possibilities.
- No orientation makes the group more dependent on staff. That is inefficient. There needs to be more transparency, more clarity.
- Likes the idea for B&C training for chairs. As an example, offer a webinar so it can fit into the lives of people with busy schedules.
- What is the process of our city government? All felt that a "101" class in city government process was a good idea from land use to presenting an idea correctly, and using the correct language to council.
- City councilor training should be mandatory.
- Citizen 101 request should include how to organize and establish an RNG.
- You may not be prepared if a development comes up AFTER a required training that you haven't attended.

b. Use of the term community member to replace citizen

- Did not like the change of the word citizen to community member
- Like the change to community member.

c. City Council

- I would like to see more diversity on our City Council, it's important to bring people up from various levels of community leadership.
- I'm concerned when we only have one City Councilor run for a seat. Part of the goal for this was to increase participation, correct?
- If City Council was a paid position, it would be more diverse.
- If businesses gave people time off to participate in City Council or encourage people to publicly participate, there would be more diverse representation.

d. City Council and B&C meetings

- A recommendation from the task force that B&C meetings be held at a more friendly time. (example Bike/Ped meets at 7AM)
- Create some structure and transparency around the agenda items and goals that the City and boards and commissions work on, how are these items decided upon? Who can suggest agenda items, what are the pathways for a person to suggest agenda items? Sometimes the agenda items come from City staff, sometimes they come from City Council.
- Southtown block parties- they talk about lots of issues; different settings are good.
- Like The possibility of translation for participants.
- Offering translation service is a budget issue – not a PPTF issue.
- PC has a large workload. Depending the intensity of the project, difficult to plan for workload and length of meetings – how could childcare work?
- I like the narrative minutes. I skip through things that don't interest me, but I want to see details. The PPTF minutes aren't informative to me. They make it hard to decipher what happened.
- All meetings should be publicized and open. You will only get people attending because something is close to their heart, close to their life.
- All meetings should be audio recorded, that way minutes don't have to be taken.
- Larger meetings, child care, suggest investment in food for children.
- Flexible meeting times- how do you get everyone as part of the circle? I have young children. It's difficult when a meeting is at 7 am.
- Like the idea of green, yellow, red light as opposed to 3 minute timer with the chime that is disruptive. Like the idea of a more subtle time keeping mechanism.
- I like the idea of having different locations for City Council meetings, get out into different communities.
- Could City Council have meetings on campus? Have a City Council meeting in Milam Hall, that would be kind of fun.
- How are agenda items decided? If council raises an issue, how does the city assign that? How are agenda items selected and decided upon?

e. Communication

- Better communication as stated in power point. Do all new boards and commissions have recording requirements so notes can be viewed by others? Would like this piece of public record preserved.
- Reaching university students – what methods should be used?
- How did you know about this? Emails, through affiliation. Public participation: if I weren't already involved I might not have known about this meeting. Could there be flyers? The city doesn't have an active Facebook presence, so can't do that kind of notice.
- It will be interesting to see what methods are effective to reach diverse groups: renters, low income, etc.
- Recommendation that elected officials use City email and not personal emails. More transparent.
- Are you sure the commissions should be changed? Process for reporting to council and council actually listening needs to be better.
- Is the issue that City Council does not listen, not that the current system is not effective?

f. Group testimony

- Also, community groups should have equal time with a developer.
- I like the idea of having a group present testimony as a united front vs. repetitive testimony from individuals.
- A group could organize a presentation and present it as a group.

g. Guiding Principles

- Creating a community friendly atmosphere so folks feel welcomed to attend meetings.
- In Charge V, make it clear that guiding principles and associated recommendations will apply to all board and commission meetings.
- Like the Guiding Principles, a Respect as a stand-alone (in diversity sentence).
- In the Collaborative Democracy section, part 3, clarify who the staff contacts are for boards and commissions so community members know who to notify if they and their group plan to make a group presentation

h. Technology

- I have tried to find stuff in the website, it really needs to be more accessible.
- Can city council packet be provided in specific sections, not just the whole thing?
- Likes the idea of increased access to City information on website- improve website especially searching archives.
- Audio files seem to currently have a problem.
- In general, make sure the projector works and that community members know who to contact if they want to use the projector for their testimony.

- Technology excludes people of age and ethnicity.

i. Volunteers

- The new recommendations will limit the opportunity for volunteers to do their job
- The goal is not to (should not be to) burn people out in boards and commissions before they have the opportunity to run for City Council. Developing our community members as leaders is important.
- How do the boards and commissions and neighborhood groups fit into city government as a whole?
- Be sure this work preserves the opportunity for volunteers to make decisions.

j. General comments about participation and advising Council

- Like the overall conversation about having public participation as a topic of conversation. Suggests that we follow through on any issues and provide means by which issues can come up and be dealt with in the future.
- There needs to be lots of ways for public participation, not only through boards and commission. Having larger scopes for boards and commissions would mean that you'd have more work and more likely to only have retired folks interested in serving on boards and commissions. Try having events that are one time things with food and childcare that people could come to get involved.
- It is possible people from Corvallis want to participate too much and can't get anything done.
- If you go back to an earlier time: village meeting. This is a way to make democracy work better in our time using current tools.
- We need to take this to the kids, to the schools. They need to know the importance of public participation. Let's broaden this to everyone.
- We have an engaged population – at least some groups, but not all. We need to reach all. Not everyone needs to go to a boring meeting and watch a PowerPoint – we need to do it in ways that don't give us barriers.
- For a lot of our community members – they just don't think they could be involved. They might be concerned because some are international, speak another language, or may be undocumented.

6. Cost factors

- What's missing is a budget. The recommendations need associated costs. How much is currently being spent? Each of the 3 options on the chart needs a cost breakdown.
- Surprised that the work did not include an estimate of what it costs to operate the current boards and commissions compared to what the new cost will be.
- There is a lack of discussion about cost savings, want to see more clearly where the cost savings will happen.

- I don't think there's going to be a significant enough fiscal impact to justify making the changes in boards and commissions that are being proposed. The way we're doing it now seems to work, and we're not going to save much money by making changes. We won't really see much in terms of cost savings, but we could be more efficient if the streamlining recommendations were implemented.
- RNG recommendation is very costly for the City.
- Offering translation service is a budget issue – not a PPTF issue
- Efficiency can free up time and this is good.

7. Committee for Citizen Involvement

- CCI - underutilized, members meet infrequently and don't know what they're supposed to do - currently no staff support - staff member is clearly too busy to help them - group non fulfilling its purpose.
- CCI should merge with MLK Commission.

8. Neighborhood associations

a. Registered Neighborhood Groups

- I like the basic framework for organizing NAs. I like having focused staff time for answering questions from NAs. It would be nice to have someone on staff to answer your questions, such as detailed land use questions.
- I'm excited about giving formal recognition to NAs. The City has no recognition of them, except for fees for Land Use appeals. I agree the requirements should be lower for RNGs. When there's a citizen organization that represents a specific community, like Casa Latinos Unidos, or a grassroots group like the Infill Task Force, they should be able to get recognition as a Registered Community Group, and we should open up the opportunities to them, as well.
- One of the benefits I like is formalized updating of contacts. This needs to be part of the process. There's no longer a City ombudsman position that people can take their problems to.
- Excited about RNG's and the opportunity. This information being online would be awesome.
- Neighborhood group meetings need to be open and advertised and each RNG needs to be a group representative of the neighborhood.
- I liked many of the recommendations for the neighborhood groups, gives more structure and guidance, encourages it to happen, it's good to be more planful about neighborhood group formation, gives more information about what neighborhoods could be doing.
- RNGs, needs and concerns: A place to hold meeting. The fire station makes us pay. What if they reduce the price? Lower income neighborhoods still can't afford. Some community areas that don't feel empowered can't get informed. Are

some neighborhoods left out in the decision-making process, i.e. land use. It appears there is a gap for neighbors to voice their concerns. Do Neighborhood Associations have a closer association with council vs. a Neighborhood Watch? Would a neighborhood that is not an RNG still have a voice?

- Like - RNG's recommendations, especially the list serve (Google groups).
- Could we find a way to engage businesses into RNGs? (This led to a bit of a discussion focused on this being a good idea.) Seconded businesses in RNG's.
- RNG required list is too extensive and quarterly meetings for RNG leadership is too frequent (makes once or twice a year)
- I have a problem with RNGs. It seems like there are a lot of requirements for a group to become an RNG, especially for smaller NAs. It could exclude some smaller groups. There are hoops to jump through for not much benefit.
- Feel recommendation for the RNG's is dictating a lot of requirements.
- RNG recommendation is very costly for the City.

b. Empowerment grants

- I'm excited about the Empowerment Grants. I'm interested in connections throughout the community, getting to know neighbors next door and across the community.
- I'd like to use the Empowerment Grant to paint the curbs. When road repairs were done on my street, they failed to paint the curbs. So the students park everywhere.

c. Predevelopment meeting

- Developers would appreciate having the dialogue with neighbors, so they would know up front what people want instead of the developer having to go back to the drawing board later in the process.
- The process without having a pre-development meeting with the Union being built worked well. The iterations that took place worked well. The changes were made based on public input. I don't think the pre-development, pre-application meetings are needed. The Union is a project with a large footprint and a potential large impact (290 beds in the Union) and the process produced changes that have greatly reduced the impact of the building. The process was very open and worked well.
- Earlier meetings with developers is good.
- We don't feel the training should be required or that the pre-development, pre-application meeting is needed because the process seems to work well already.
- The goal of the meeting between developers and neighborhood groups is to develop a collaborative and constructive framework, to create a better understanding of neighborhood concerns. The attitude should be, "We're here to make things as neighborhood-friendly as possible."

- Having neighborhood groups meet with developers would require a change in the code.

f. General comments on neighborhood needs/issues

- Like - Free Meeting spaces
- Like - Neighborhoods. Whole section. Empowerment. Gives neighborhood more of a voice and incentive to work towards something. Communication liaison. Trainings.
- Neighborhood groups are a great way to foster initial involvement in the community. Neighborhood groups are a comfortable level of involvement. Neighborhood involvement could be the beginning.
- Helping with mailings isn't needed, and liability insurance coverage isn't needed. There's a concern that the city might take over NAs. We want to stress maintaining our autonomy. Free meeting space is essential, and bringing NA leaders together is important.
- What mechanisms does a neighborhood, that is not in place RNG, get represented?
  In the recommendation regarding having neighborhood groups meet with developers as the first step in the development process, what is the purpose? Where would the meeting between neighbors and developers happen in the process? This section needs more detail.

General comments about PPTF, recommendations

a. Overall recommendations, document

- This is a comprehensive plan.
- Did the PPTF base the recommendations on theory or reality?
- The PPTF work is overshooting.
- I'm generally excited about the report as a whole. I think there will be good outcomes.
- Overall, it's a very good effort.
- It's comprehensive, has good content, and represents a lot of hard work.
- This is the best study of the issue we've had in a long time.
- I wondered about the rationale behind the options; there needs to be justification presented for each option.
- Wow, took on a lot of work, impressive scope.
- Walden Pond, Thoreau tells us to simplify, simplify, simplify – these recommendations seem to make things more cumbersome and not as simple.
- No changes to anything suggested.

b. Specific changes to document, details

- The task force should find a better definition for decision-making.

- Strive for consistency, clarifying, training, expectations. Format of minutes a good idea.
- Clarifying question: the numbers don't seem right on the proposals: department advisory committees aren't counted in the totals.
- Would like to see the introduction relate to world changes and our needing to live differently. Would like us to include how this reorganization can serve the needed changes.
- Chart needs clarity - more clear on which are merging. What does bold type mean on Chart?
- Numbers of commissions in don't add up.
- Include a draft of the minutes template in the recommendation to council (was missing from the draft recommendation and people wanted to see the template to determine if it would fit the needs of their commission)

c. PPTF process

- Liked the PPTF process, asked lots of questions, did surveys, encouraged feed-back through public meetings.
- Did anyone visit all of the boards and commission meetings to see and understand what they do?
- Process not objective if a current board can complain and have decision to merge be changed.
- There seemed to be a disconnect by some members of the boards and commission of why the questions on the PPTF survey were there?

d. General comments

- Could the task force put together some priorities about what is most important?
- I like the way the Corvallis Sustainability Coalition has structured their groups in action teams, each with a specific focus. That way, people with specific interests can give input. We need to use the Sustainability Coalition as a way for people to provide input.
- How do the boards and commissions dovetail with city government? How do neighborhood associations become a functional part of city government? How do we nurture community leaders to becoming government leaders?
- It feels like we don't have enough preparation to the document to be able to comment.
- City policy is very new to me, just taking in information.
- Streamlining is great. This would increase communication and increase opportu-nities.