

**TO:** Mayor and City Council

**FOR MEETING:** May 29, 2007

**THROUGH:** Robert G. Wells, City Manager

4.3 (e)

**AGENDA ITEM NO:** \_\_\_\_\_

**FROM:** Barbara A. Roberts, CPRP, Interim Director  
Department of Community Services

Vickie Hardin Woods, Director *VKW*  
Community Development Department

**SUBJECT: STAFF ANALYSIS AND RECOMMENDATIONS REGARDING  
NEIGHBORHOOD TASK FORCE REPORT**

**ISSUE**

The Neighborhood Task Force Report (Attachment A) was referred to staff to provide analysis and proposed dispensation of the Task Force recommendations.

**RECOMMENDATIONS**

That City Council:

1. Increase staff support to neighborhood associations, as recommended by the Budget Committee.
2. Direct staff to prepare text to revise SRC to provide clarification on the advisory role of Neighborhood Associations.
3. Direct staff to prepare text to revise SRC to include additional recognized roles of a neighborhood association to be
  - a. A partner with the City to educate and involve citizens in government decision-making;
  - b. A neighborhood-based problem solving organization to provide resource referral and facilitate problem solving for neighborhood-identified issues; and
  - c. A civic community-building group to develop community cohesion and organize neighborhood involvement activities.
4. Revise the Neighborhood Association annual review process to include a joint work session of Council, Planning Commission, and neighborhood associations; and have staff, rather than the Planning Commission, make the recommendation on the continuation of the association's status as a recognized neighborhood association.
5. Direct staff to prepare text to revise Council Rules to include appearance of Neighborhood Associations as a specific Council agenda item.
6. Reconvene the Neighborhood Task Force in January 2008, to assess progress toward the goal of strengthening neighborhood association participation and involvement.

That City Council consider:

1. On a one-year trial basis, holding public communication forums three to four times per year, as recommended by the Neighborhood Task Force.
2. Chartering a group to further study the advisability of having fewer or more neighborhood associations in Salem, as recommended by the Neighborhood Task Force.

## **BACKGROUND**

1. In September 2006, City Council formed the Neighborhood Task Force (NTF), seeking recommendations to strengthen neighborhood association participation and involvement. The 15-member task force included representatives from City Council, the Planning Commission, neighborhood associations, and the Hispanic community.
2. The Neighborhood Task Force was co-chaired by City Councilor Brad Nanke, and Northgate Neighborhood Association Chairperson Kate Tarter. The Task Force held ten public meetings between January 18 and April 9 and developed twenty recommendations to strengthen neighborhood association participation and involvement.
3. A special NTF Web site was established, and a link to the site was sent in the weekly email to neighborhood leaders. Task Force recommendations were shared at a special April 3 meeting of Salem Neighborhoods Inc, attended by approximately 40 people. The full Neighborhood Task Force Report was released April 6, as a "Future Report" for City Council's April 23 meeting and work session.
4. April 18, the Budget Committee reviewed the Department of Community Services proposed 2007-08 budget. The review was continued to April 25, to allow for the April 23 work session and Council action on the Neighborhood Task Force Report.
5. April 23, City Council held a work session with the Neighborhood Task Force, and, at the Council meeting, accepted the Neighborhood Task Force Report and referred it to staff for analysis and recommendation regarding disposition of the Task Force recommendations.

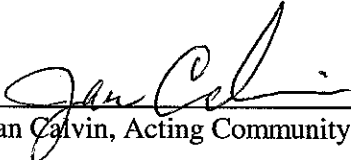
## **FACTS AND FINDINGS**

1. April 25, the Budget Committee responded to the top priority of the Neighborhood Task Force and added to the Wish List \$61,200 for one Neighborhood Services Counselor and related materials, to help address the Neighborhood Task Force #1 Priority, "Increase support and resources to help neighborhood associations maintain and build the capacity to be inclusive, accessible, responsive, relevant, nimble, and powerful (affect change)."
2. The April 25 staff report to the Budget Committee carried a set of options to address each of the four budget-related recommendations identified by the Neighborhood Task Force, including strategic communications/marketing of neighborhood associations, a matching grants program, and an interdepartmental flex team to work with neighbors and neighborhood stakeholders to address single-focused issues. The Budget Committee did not place any of these additional items on the Wish List.
3. The Budget Committee included \$61,200 for one Neighborhood Services Counselor and related materials in its final recommendation to City Council. A public hearing on the 2007-08 Budget is set for the June 11 City Council meeting, and Council is scheduled to finalize and adopt the 2007-08 Budget on June 25.
4. Staff reviewed the Neighborhood Task Force Report and developed recommendations, based on three criteria:
  - a. Alignment with City Council Goals, most specifically those related to Neighborhoods and Livability, and Communication.

- b. Keeping pace with the changing demographics of our community, such as the 29 languages spoken among students in our school district and the fact that the percent of Hispanic students has more than doubled in the past ten years, from 12% to the current 27%.
  - c. Limited resources, including economic forecasts and existing City staff assignments.
- 5. At this time, staff recommends City Council action that would support the following NTF recommendations:**
- a. Increase staff support and resources to neighborhood associations to help associations maintain and build the capacity to be inclusive, accessible, responsive, relevant, nimble, and powerful (affect change).
  - b. Revise SRC to provide clarification on the advisory role of Neighborhood Associations.
  - c. Revise SRC to include additional recognized roles of a neighborhood association to be
    - i. A partner with the City to educate and involve citizens in government decision-making;
    - ii. A neighborhood-based problem solving organization to provide resource referral and facilitate problem solving for neighborhood-identified issues; and
    - iii. A civic community-building group to develop community cohesion and organize neighborhood involvement activities.
  - d. Revise the Neighborhood Association annual review process to include a joint work session of Council, Planning Commission, and neighborhood associations; and have staff, rather than the Planning Commission, make the recommendation on the continuation of the association's status as a recognized neighborhood association.
  - e. Include appearance of Neighborhood Associations as a specific Council agenda item.
  - f. Reconvene the Neighborhood Task Force in January 2008, to assess progress toward the goal of strengthening neighborhood association participation and involvement.
- 6. Staff defers to Council consideration on two of the NTF recommendations:**
- a. On a one year trial basis, hold public communication forums with Council, where citizens can have open conversation with Council (eg: preceding a Council meeting, every 3-4 months).
  - b. Charter a group to further study the advisability of having fewer or more neighborhood associations in Salem (merging, dividing, or adding out to the UGB).
- 7. Some of the NTF recommendations do not require City Council action. Staff will incorporate the following recommendations into existing staff workload:**
- a. Utilize different organizing strategies (working with portions of a neighborhood area, the full neighborhood, and/or groups of neighborhoods) to accomplish different tasks.
  - b. Establish citizen involvement plans for all major items coming to Council. Include neighborhood associations as a component of those plans. Include clear statements of when and where citizen input is needed, and the impact/value of that input.
  - c. Designate a table at Council meetings for neighborhood association representatives.

- d. Establish communication tools to provide citizens with answers about properties in development.
  - e. Examine current neighborhood association boundaries to determine if certain boundaries need adjustment to align better with a community of common interest.
- 8. Further, staff will be in discussion with Salem Neighborhoods Inc.** to determine specific SNI interest in City support that would help SNI raise funds to support neighborhood associations. Staff will respond to SNI's request and bring information to Council if and when this transpires.
- 9. In addition, staff will be developing a set of Administrative Rules** related to the Neighborhood Association Program. This task was prompted by the work of this Task Force and the identified need for clarity of roles, responsibilities, and guidelines beyond what can be accomplished through Salem Revised Code.
- 10. A number of the NTF recommendations require additional staff time, beyond what is available. Staff recommends revisiting these when the Neighborhood Task Force reconvenes in January 2008:**
- a. Develop and implement a culturally competent strategic communication plan to raise public awareness of neighborhood associations. Include use of technology, mass media, direct mail, written reports, employee training, targeted outreach, and other avenues.
  - b. Form an Inclusion, Outreach, and Citizen Involvement Task Force to
    - i. Develop policies and practices that will enhance inclusion of all members of the community in the activities of neighborhood associations;
    - ii. Identify measurable indicators of civic engagement;
    - iii. Develop the framework for a culturally competent strategic communication plan to raise public awareness of neighborhood associations; and
    - iv. Assess the effectiveness of the City's current citizen involvement activities and recommend improvements.
  - c. Require developers to hold a public meeting as part of certain land use applications. Notice of the meeting to be sent to property owners who would be notified of the application, and the neighborhood association to be given the option to cosponsor the meeting.
  - d. Expand notification area for public hearings related to land use beyond the current 250 feet.
  - e. Fund a matching grants program to provide resources for some of the association activities that engage people in their neighborhood and the work of the association.
  - f. Establish a flexible interdepartmental team to work with neighbors, neighborhood associations, schools, businesses, churches, and others to address single-focused issues.
  - g. Clarify in SRC the Planning Commission's role as the City's "citizen involvement committee" on land use issues. STAFF NOTE: Upon review, it seems that, when resources are available, the City should clarify ways in which the Planning Commission fulfills its role; and identify the City's citizen involvement plan for land use issues. Staff does not anticipate revisions to SRC.

11. Attachment B recaps staff recommendations and information in this report, formatted to match the Neighborhood Task Force Report, with recommendations divided into three levels.
12. Pending Council action, staff will return to City Council with time lines and citizen involvement information.

  
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Jan Calvin, Acting Community Resources Division Manager

Attachments:   A: Neighborhood Task Force Report  
                  B: Recap of Proposed Dispensation of Each Task Force Recommendation



**DEPARTMENT OF COMMUNITY SERVICES**

555 Liberty Street SE / Room 300, Civic Center • Salem, Oregon 97301-3503  
Phone 503-588-6261 • Fax 503-315-2567 • TTY 503-588-6032 • www.cityofsalem.net

March 29, 2007

Mayor and City Council  
City of Salem  
555 Liberty St. SE  
Salem, OR 97301

Dear Mayor Taylor and City Councilors:

The Neighborhood Task Force is proud to present the key findings and recommendations we view as critical to increasing neighborhood association participation and involvement. While this work was borne out of one City Council goal in 2005, the recommendations of this Task Force advance five of the City Council Goals for 2007:

- Goal #1: PUBLIC SAFETY - Create a sense of safety for Salem's citizens.
- Goal #4: LIVABILITY & NEIGHBORHOODS - Create an environment where neighborhoods are safe and friendly and where people feel connected.
- Goal #6: COMMUNICATION - Continue to improve public confidence in city government.
- Goal #8: SALEM'S IMAGE - Promote the positive image of Salem.
- Goal #11: FUNDING - Obtain more State and Federal funding and grants to support city projects.

The Task Force recommendations were carefully developed and assessed to ensure that each makes a significant contribution to increasing citizen participation in City government and/or neighborhood livability.

Each Task Force member wishes to thank the Council for the opportunity to participate in hearty discussion, deliberate the issues, and incorporate the best thinking from a variety of viewpoints into the recommendations set before you. We look forward to your review of these recommendations and further discussion, as well as the opportunity to implement meaningful changes and increase citizen involvement - in the work of the City and the work of Neighborhood Associations.

Sincerely,

Brad Nanke, Chair  
Kate Tarter, Co-Chair  
Don Homuth  
Dave MacMillan  
Rick Stucky

Chuck Bennett  
Dan Dorn  
Jay Howe  
Pamela Schmidling  
Laura Tesler

Dan Clem  
Levi Herrera  
John Lattimer  
Thomas Smith  
Frank Walker

**PARKS OPERATIONS**

Parks Maintenance • Park Partnership  
Volunteer • Parks Planning • Street Trees

**COMMUNITY RESOURCES / RECREATION**

Human Rights • Neighborhood Support • Youth Prevention • Riverfront Park/Community Events  
Senior Center • Social Services • Park/Open Space/Street Permits • Recreation Programs/Aquatics

**SALEM HOUSING AUTHORITY**

Emergency Housing • Affordable Housing  
Resident Programs • Housing Development

# Neighborhood Task Force Report

presented to

Salem City Council

April 23, 2007



## Task Force Members

Brad Nanke, *City Council* and Co-Chair  
Kate Tarter, *Northgate Neighborhood* and Co-Chair  
Chuck Bennett, *Planning Commission*  
Dan Clem, *City Council*  
Dan Dorn, *Planning Commission*  
Levi Herrera, *Community Member*  
Don Homuth, *West Salem Neighborhood*  
Jay Howe, *Grant Neighborhood*  
John Lattimer, *Croisan-Illahe Neighborhood*  
Dave MacMillan, *South East Salem Neighborhood*  
Pamela Schmidling, *Morningside Neighborhood*  
Thomas Smith, *North East Salem Neighborhood*  
Rick Stucky, *City Council*  
Laura Tesler, *City Council*  
Frank Walker, *City Council*

## Staff Support

### Department of Community Services

Jan Calvin, Acting Community Resources Manager  
Debbie Kees, Staff Assistant

*"Nothing worth gaining is ever gained  
without effort. The people who say that  
they have not time to attend to politics are  
simply saying that they are unfit to live in a  
free community."*

*- Theodore Roosevelt*

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*"When citizens volunteer and connect with their neighbors, they ensure that their communities are better places to work and live."*

*Robert Grimm Jr., Policy  
Development Corporation for  
National and Community  
Service*

## Background

City Council has a neighborhood livability goal to ***“create an environment where neighborhoods are safe, friendly, and where people feel connected.”*** In their 2005 goal setting session, Council expressed a desire to look at models for strengthening neighborhood associations and enhancing citizen participation with City government.

On August 8, 2005 Council adopted a strategy to ***“determine effective methods that strengthen the neighborhood association program, increase citizen involvement, and improve relationships between citizens and their City government”*** and directed staff to gather information on various models used in other cities, including information on governance, organization, and training.

*“I know of no safe depository of the ultimate power of the society but the people themselves.”*

*— Thomas Jefferson*

Staff gathered information from ten cities related to the way in which they work with neighborhood associations. In addition, staff conducted a cursory inventory of the City of Salem’s citizen participation practices related to City and Council decision-making, and identified aspects of current practices that are most effective and those that are least effective. This information was distributed to City Council and each of the neighborhood associations as background for a City Council work session held June 5, 2006.

## **Task Force Assignment**

In September 2006, the Salem City Council formed the Neighborhood Task Force with the expectation that the group develop recommendations to strengthen neighborhood association involvement and participation. The approved motion from 9/5/06 was:

Create a committee "to make recommendations to City Council on a formula or criteria for official recognition of neighborhood associations and changes to Chapter 64 to strengthen neighborhood association involvement and participation."

In November 2006, the Mayor announced the appointment of City Councilors Frank Walker (Ward 1), Laura Tesler (Ward 2, alternate), Brad Nanke (Ward 3), Rick Stucky (Ward 5), and Dan Clem (Ward 8) to serve on this Task Force, with Councilor Nanke serving as the chairperson.

In January 2007, City Council approved Chairperson Nanke's request to expand the membership and appoint the following individuals familiar with and/or currently serving in neighborhood associations:

- Chuck Bennett, Salem Planning Commission
- Dan Dorn, Salem Planning Commission
- Don Homuth, West Salem Neighborhood Association
- Levi Herrera, Mano a Mano
- Jay Howe, Grant Neighborhood Association
- John Lattimer, Croisan-Illahe Neighborhood Association
- Dave MacMillan, SESNA
- Pamela Schmidling, Morningside Neighborhood Association and SNI President
- Thomas Smith, NESCA and SNI Secretary/Treasurer
- Kate Tarter, Northgate Neighborhood Association

Chairperson Nanke developed a meeting schedule, wherein the Task Force met every one or two weeks for a total of nine meetings, developing recommendations by the end of March 2007. It was fully anticipated that the Task Force's work would result in recommendations that could be implemented relatively quickly, as well as those that might require more study or refinement.

## Common Beliefs and Guiding Principles

The Task Force work and recommendations followed a set of common beliefs and guiding principles.

### Common Beliefs

- Civic engagement is a key component of a vibrant society.
- The City of Salem has a vested interest in the quality of life experienced in each of its neighborhoods.
- A vibrant Neighborhood Association is one that engages a broad cross-section of its population in dialogues and activities that are relevant to the members of the neighborhood.
- Government can not adequately address public needs without engaging the public in both identifying the needs and being part of the solution.

### Guiding Principles

Task Force recommendations shall

- Build upon the positive aspects of the existing Neighborhood Association Program;
- Expand the options and resources available to Neighborhood Associations;
- Contain sufficient detail to provide clarity of roles and responsibilities; and
- Make an identifiable contribution to the goal of increased participation.

*"Without community engagement and trust, it will become far harder to build consensus, collaborate or compromise, regardless of our levels of political involvement."*

*September 18, 2006, report from the National Conference on Citizenship*

## Key Findings

- Preliminary work sponsored by Salem Neighborhoods Inc. helped identify six issues of primary concern to neighborhood associations and six corresponding objectives:

Issue/Area of Concern	Objective
1. City-supported role and activities of neighborhood associations	Clarity regarding expectations that neighborhood associations be "advisory" and/or be involved in community-building, neighborhood projects, and community-based problem-solving
2. Topics/issues the City is seeking input on through the neighborhood associations	Clarity regarding what input the City wants a) on a regular basis; b) on a situational basis; and c) on an issue-driven basis
3. City involvement of neighborhood associations in things that impact their neighborhood	Greater public involvement in co-creating plans, proposals, and recommendations
4. Communication	Clarity on how and when; between whom; and why
5. Awareness of neighborhood associations	Mechanisms to constantly educate individuals and groups in order to engage them
6. Support to neighborhood associations	Adequate resources to fulfill association responsibilities

- Currently
  - Salem Revised Code (64.250) identifies the role of neighborhood associations as advisory to Council and all boards and commissions regarding land use planning and development, livability, and quality of life issues affecting their neighborhoods.
  - 226 people serve on the 19 neighborhood association boards in Salem. 53% of the people elected to City Council since the 1977 start of the Neighborhood Program had served previously in their neighborhood association.
  - Each of the neighborhood association chairpersons has an average of 6.8 years of board experience, for a total of 136 years of experience among 20 people (one association has two co-chairs).
  - There is 1.20 FTE in Neighborhood Services Counselors to support Salem's 19 neighborhood associations to function effectively.

- During the past three months (January-February-March 2007), an average of 19 people attended each meeting held by associations, which is the same average attendance during the corresponding time period in 2006.
- Neighborhood Associations are involved in a wide variety of activities, such as:
  - Advising the City
  - Coordinating volunteers and raising funds for City projects
  - Beautifying private and public properties
  - Educating neighbors on ways to prevent crime
  - Facilitating solutions to neighborhood-based problems
  - Producing neighborhood events, such as picnics, block parties, clean-ups, and concerts
- During 2005-06 an estimated 2,934 people participated in over 50 neighborhood association-sponsored activities (outside of the 267 association meetings held throughout the year).
- Over the years, Salem's population has grown, diversified, and changed the way in which it communicates.
  - Salem population grew 37% in the 15 years from 1990 to 2005 -- from a population of 107,793 to an estimated 147,215, with a sustainable growth rate of approximately 1.5 percent per year.
  - Salem's demographics have changed. (e.g. ten years ago, the enrollment in the Salem-Keizer School District was 83% white, and this year it is 56% white; ten years ago, the enrollment was 12% Hispanic, and this year it is 27% Hispanic; ten years ago, 37% of students were on the federal free/reduced lunch program, and this year 46% are on the program)
  - 29 languages are spoken among the students in our school district, and 16% of the student enrollment has limited English proficiency.
  - Literacy is the top academic priority of the Salem-Keizer School District. There is a sizable segment of our community, for whom word-of-mouth is the primary way to communicate and gather information.
  - For some, technology has become a common tool by which to communicate and gather information. For example, 1,220 people are signed up on the City's Crime Net list serve, and 88 people have registered to receive the weekly Neighborhood Leaders email, including each of the 19 neighborhood association chairpersons.
  - For others, particularly those living in poverty and those for whom English is not their first language, technology is far from commonplace.

*"No matter what our attempts to inform, it is our ability to inspire that will turn the tides."*  
- Jan Phillips, Syracuse Cultural Workers

## Recommendations

The Neighborhood Task Force makes its recommendations with the firm belief that they will bring about positive results in two primary areas:

1. Public involvement in City decision-making
2. Public involvement in neighborhood activities

The Task Force has similar confidence in the ability of these recommendations to

- Increase the ability of neighborhood associations to be effective;
- Improve communications;
- Improve the quality of public dialogue, deliberation, and input;
- Increase the City's understanding of public interests;
- Increase public understanding of City government;
- Increase public trust in City government;
- Improve livability of neighborhoods; and
- Be cost effective means for achieving these outcomes.

### LEVEL I - Recommendations with the highest potential for increasing neighborhood association participation and involvement

- Increase staff support and resources to help neighborhood associations maintain and build the capacity to be inclusive, accessible, responsive, relevant, nimble, and powerful (affect change).
- Revise SRC to provide clarification on role of neighborhood associations as advisors to the City, including references to when, how, and what impact the advice may have. Move Neighborhood Program from Ch. 64 (land use) to Title 1 – Government.
- Revise SRC to include recognized roles of neighborhood associations as
  - 1) a partner with the City to educate and involve citizens in government decision-making (e.g. cosponsor forums, share information, facilitate dialogue)
  - 2) a civic community-building group to develop community cohesion and organize neighborhood involvement activities (i.e. activities that contribute to neighborhood livability and a common sense of community within the neighborhood)
  - 3) a neighborhood-based problem-solving organization to provide resource referral and facilitate problem-solving for neighborhood-identified issues.
- Utilize different organizing strategies to accomplish different tasks. Work with neighborhood associations and other partners to convene regional meetings on regional issues, and smaller work groups for tasks meaningful to smaller parts of a neighborhood. *(Task Force anticipates more efficient use of staff and better outcomes, overall.)*

- Develop and implement a culturally competent strategic communications plan to raise awareness about neighborhood associations. Include use of technology, mass media, direct mail, written reports, employee training, targeted outreach, and other avenues.
- Establish citizen involvement plans for all major projects coming before City Council (e.g. items identified on the Upcoming Issues List currently posted on the Web and printed with the Council agenda packet), and incorporate neighborhood associations into those citizen involvement plans. Include a clear statement of when and where citizen input is needed and what impact that input will have. As an example, describe how neighborhood associations and others can add value and be engaged in the development code update.
- Form an Inclusion, Outreach, and Citizen Involvement Task Force to
  - 1) develop recommendations for policies and practices that will enhance inclusion of all members of the community in the activities of neighborhood associations;
  - 2) identify measurable indicators of civic engagement;
  - 3) develop the framework for a culturally competent strategic communications plan; and
  - 4) assess the effectiveness of the City's current citizen involvement activities, in order to develop recommendations for improvements.
- Require developers to hold a public meeting as part of certain land use applications that can be modified by public input (eg: Comprehensive Plan Zone Changes and other land use actions that require a public hearing). Notice of the meeting to be sent to all property owners who would be notified of the application, and the neighborhood association shall be given the option to cosponsor the meeting. Co-sponsorship would consist of being recognized as a cosponsor of the meeting, welcoming attendees to the meeting, and acknowledging that the association has not yet taken a position on the land use application, announcing whether the association intends on taking a position and, if so, inviting participation in that upcoming meeting. *NOTE: The Task Force will hold a special meeting in mid-April to determine the specific land use applications to be included in this recommendation.*
- Revise the annual review process for neighborhood associations to no longer report at Planning Commission meetings. Instead, continue the practice of staff/administrative review of the association's adherence to SRC, and schedule a (quarterly) joint work sessions with City Council and the Planning Commission to discuss the activities of the associations over the previous year.

## LEVEL II – Recommendations with a good likelihood of increasing neighborhood association participation and involvement

- Expand the notification area for public hearings regarding land use matters beyond the current Salem standard of 250 feet.
- Designate a table in City Council Chambers for neighborhood association representatives, and include associations in the public comment section of Council meetings currently designated for Boards and Commissions.

- Fund a matching grants program to provide City resources for some of the association activities that engage people in their neighborhood and in the work of the association.
- Support SNI to take a more active role to raise funds to support neighborhood associations.
- Establish a flexible interdepartmental team that can work with neighbors, neighborhood associations, businesses, churches, schools, and others to address one specific issue at a time.

*"Far and away the best prize that life offers is the chance to work hard at work worth doing."*  
- Theodore Roosevelt

### LEVEL III – Recommendations likely to achieve positive results, which may or may not include increasing neighborhood association participation and involvement

- Clarify in the SRC the Planning Commission's role as the citizen involvement committee on land use issues.
- Ask staff and/or the Planning Commission to establish one or more communication tool(s) that would provide citizens with answers to questions about properties in development (e.g. a Web-based bulletin board where citizens can post a question and have it publicly answered within two working days).
- On a one year trial basis, hold public communication forums with City Council, where citizens can have open conversation with Council (e.g. the hour preceding a Council meeting every 3-4 months).
- Examine current neighborhood association boundaries to determine if certain boundaries need adjustment to align better with a community of common interest.
- Charter a group to further study the advisability of having fewer or more neighborhood associations in Salem (merging, dividing, or adding out to the UGB).

## Priorities for Funding

Four of the Task Force recommendations carry inherent costs. Staff analysis of the full set of recommendations may identify additional costs. The following four recommendations have been put in priority order, with some attempt to quantify the Task Force expectations for each.

Recommendation	Anticipated Results
Increase staff support and resources to help neighborhood associations maintain and build the capacity to be inclusive, accessible, responsive, relevant, nimble, and powerful (affect change).	<ul style="list-style-type: none"> <li>▪ Improve association's ability to communicate with and engage citizens.</li> <li>▪ Increase the number of opportunities for citizens to learn about and get involved in City and association activities.</li> </ul>
Develop and implement a culturally competent strategic communications plan to raise awareness about neighborhood associations. Include use of technology, mass media, direct mail, written reports, employee training, targeted outreach, and other avenues.	<ul style="list-style-type: none"> <li>▪ Greater and broader community awareness of neighborhood associations</li> <li>▪ Increased participation in association activities</li> </ul>
Fund a matching grants program to provide City resources for some of the association activities that engage people in their neighborhood and in the work of the association.	<ul style="list-style-type: none"> <li>▪ Greater citizen involvement</li> <li>▪ Leveraged resources</li> <li>▪ Projects completed</li> </ul>
Establish a flexible interdepartmental team that can work with neighbors, neighborhood associations, businesses, churches, schools, and others to address one specific issue at a time.	<ul style="list-style-type: none"> <li>▪ Neighborhood association connection with other entities in the neighborhood</li> <li>▪ Increased awareness</li> <li>▪ Potential of new ways to address relevant issues and conduct joint activities/projects</li> </ul>

Level I - 9 NTF Recommendations		Analysis & Proposed Dispensation			
		No Action at This Time; Revisit in 2008	Staff Adopt; Does Not Require Council Action	Council Take Action	Staff Prep, Gather Input & Return to Council
a. Increase staff support to neighborhood associations				In 2007-08 Budget Committee recommendation	
b. Revise SRC to provide clarification on advisory role of Neighborhood Associations					Draft proposed SRC language for public input
c. Revise SRC to include additional neighborhood association roles to be that of 1) partner with the City to help educate the public, 2) convener and facilitator of neighborhood-based problem solving, and 3) contributor to strengthen neighborhood cohesion and civic engagement.					Draft proposed SRC language for public input
d. Utilize different organizing strategies (working with portions of a neighborhood area, the full neighborhood, and/or groups of neighborhoods) to accomplish different tasks.			Work with NAs to develop; incorporate into work		
e. Develop and implement a culturally competent strategic communication plan to raise public awareness of neighborhood associations		Requires additional funding; revisit when NTF reconvenes			
f. Establish citizen involvement plans for all major items coming to Council. Include neighborhood associations as a component of those plans. Include clear statements of when and where citizen input is needed, and the impact/value of that input.			Develop criteria to consistently identify major items coming to Council; adopt framework for identifying culturally competent citizen inv. activities; and develop tools to effectively communicate citizen inv. plans. Identify measures of civic engagement.		
g. Form an Inclusion, Outreach, and Citizen Involvement Task Force to 1) develop policies and practices that will enhance inclusion of all members of the community in the activities of neighborhood associations, 2) identify measurable indicators of civic engagement, 3) develop the framework for a culturally competent strategic communication plan to raise public awareness of neighborhood associations, and 4) assess the effectiveness of the City's current citizen involvement activities and recommend improvements.		Requires additional staff time/funding to fully address; revisit when Task Force reconvenes			
h. Require developers to hold a public meeting as part of certain land use applications.		Requires additional funding; revisit when NTF reconvenes			
i. Revise NA annual review process to a joint work session of Council, Planning Commission, and neighborhood associations					Draft proposed SRC language for public input

Level II - 6 NTF Recommendations	Analysis & Proposed Dispensation			
	No Action at This Time; Revisit in 2008	Staff Adopt; Does Not Require Council Action	Council Take Action	Staff Prep, Gather Input & Return to Council
a. Expand notification area for public hearings related to land use	Requires additional funding; revisit when NTF reconvenes			
b. Designate a neighborhood association table at Council meetings and Include neighborhood association in Council agenda item for Boards and Commissions		Designate table at City Council meetings for NA representatives		
c. Fund a matching grants program to provide City resources for some of the association activities that engage people in their neighborhood and the work of the association	Requires additional funding; revisit when NTF reconvenes		Revise Council Rules to include NAs in an agenda item	
d. Support SNI to take a more active role to raise funds to support neighborhood associations				
e. Establish a flexible interdepartmental team to work with neighbors, neighborhood associations, schools, businesses, churches, and other stakeholders to address single-focused issues	Requires additional funding; revisit when NTF reconvenes			
f. Reconvene the Neighborhood Task Force in January 2008 to assess progress toward the goal of strengthening neighborhood association participation and involvement		In discussion w/ SNI to identify interest/specifics		Approve NTF recommendation to reconvene

Level III - 5 NTF Recommendations	Analysis & Proposed Dispensation			
	No Action at This Time; Revisit in 2008	Staff Adopt; Does Not Require Council Action	Council Take Action	Staff Prep, Gather Input & Return to Council
<p>a. Clarify in SRC the Planning Commission's role as the City's "citizen involvement committee" on land use issues</p> <p>STAFF NOTE: Upon review, it seems that the City should clarify ways in which the Planning Commission fulfills its role; and identify the City's citizen involvement plan for land use issues. Do not anticipate revisions to SRC.</p>				
<p>b. Establish communication tools to provide citizens with answers about properties in development</p>		Develop tools, with assistance of NAs		
<p>c. Hold public communication forums with City Council, where citizens can have open conversations with Council</p>			Staff defers to Council consideration.	
<p>d. Examine/determine if certain neighborhood association boundaries need adjustment to align better with a community of common interest</p>		Develop process for consideration by the affected NAs		
<p>e. Charter a group to further study the advisability of having fewer or more Neighborhood Associations in Salem (merging, dividing, adding out to UGB)</p>			Staff defers to Council consideration.	