



CITY OF MILWAUKIE



Neighborhood District Association (NDA)  
Leadership Guide  
get connected. get involved.

Last updated June 2022

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### **What is a Neighborhood District Association?**

Neighborhood District Associations (NDAs) are one of the officially recognized channels for community participation in Milwaukie. Seven formally recognized neighborhood associations offer an opportunity for community members to participate in decision-making in the geographic area in which they live. These volunteer organizations bring neighbors together to improve the livability of our neighborhoods. Participation in a neighborhood association is voluntary and open to everyone who lives, owns property or a business, or represents a non-profit organization within its boundary.

Most NDAs are concerned with issues that affect the quality of life in the community. NDAs often discuss and make recommendations on zoning regulations, land-use referrals, traffic improvements, and public facilities and services. NDAs also sponsor social events that strengthen neighborhoods. Sponsoring work parties, cleanup activities, neighborhood festivals, block parties, and improving neighborhood parks are all important projects for NDAs.

### **The Purpose of NDAs in Milwaukie**

Neighborhood District Associations are advisory groups chartered by the city to act on issues affecting neighborhoods. Milwaukie chartered neighborhood district associations in the belief that it is desirable for the community to be involved in the decisions that affect the health and quality of their neighborhoods.

### **History of Milwaukie's NDA Boundary Establishment**

Boundaries were established in April 1994 by Resolution 6-1994 and based on the school district catchment zones. Ardenwald-Johnson Creek boundaries were established previously (probably the 1950s) prior to Milwaukie annexing the area. The Ardenwald-JC NDA boundary overlaps both the City of Portland and the City of Milwaukie.

Nine zones were established – seven neighborhood zones and two industrial business zones.

The NDA boundaries no longer align with the school boundaries since the North Clackamas School District has changed the school boundaries several times since 1994. This has created some confusion over the years for Milwaukie residents.

After the NDA boundaries were created in 1994, the City requested that NDAs determine founding officers and apply for official recognition. The seven NDAs filed for recognition separately between 1994-1996 and were each recognized formally by Resolution.

### **Bylaws**

Currently, all seven NDAs in Milwaukie operate with essentially identical bylaws. The bylaws were first created in 1998 and updated in 2005. (Linwood NDA worded language about membership differently, but the requirements are the same in effect.) The Ardenwald-Johnson Creek NDA currently operates under Milwaukie bylaws and Portland bylaws since the neighborhood overlaps both jurisdictions.

The NDA Bylaws were adopted by City Council in June of 1994 by Resolution 16-1994. The Bylaws were developed by staff after reviewing and incorporating elements of bylaws from multiple jurisdictions in the area. The NDA Bylaws outline the purpose of the NDAs, the requirements for recognition, voting privileges and procedures, duties of officers, officer elections and terms, duties of the land use committee, ad-hoc committees, finance rules, open public meeting and notification requirements and the process for changing the bylaws. You can find a copy of the standard bylaws on page 33 of this guide.

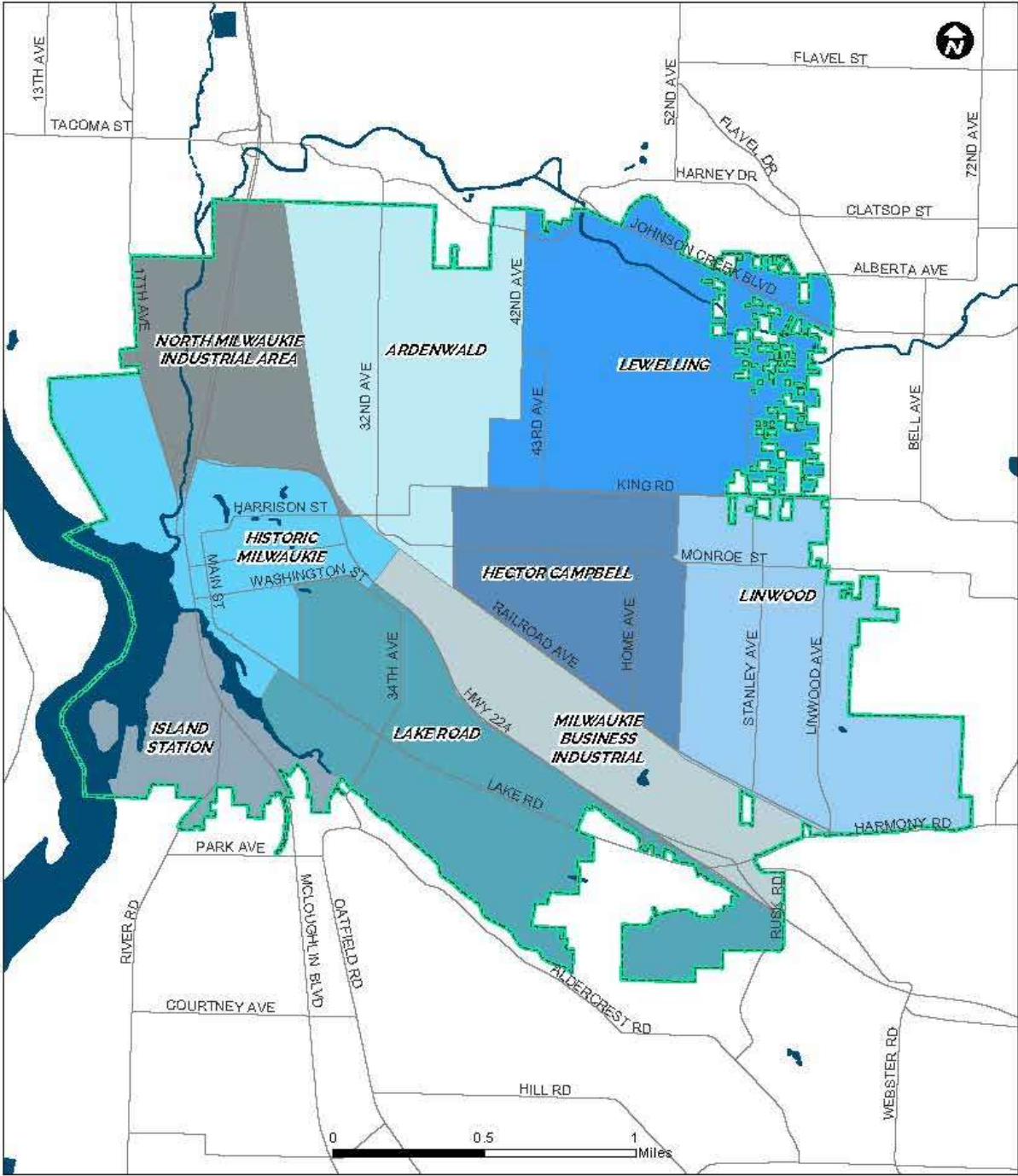
### **Insurance Information**

The city purchases liability insurance for the NDAs annually. Liability insurance is designed to offer specific protection against third party insurance claims, i.e., payment is not typically made to the insured, but rather to someone suffering loss who is not a party to the insurance contract. In general, damage caused intentionally as well as contractual liability are not covered under liability insurance policies.

### **Changing Bylaws**

Per Article XI of the bylaws, changes to bylaws may be developed by the NDA. A 2/3 vote of the membership present at a meeting must approve of the proposed changes. The proposed changes will then be reviewed by City Council and any approved changes adopted by Resolution.

# NDA Boundary Map



## Milwaukie Neighborhood Districts

- Ardenwald
- Historic Milwaukie
- Island Station
- Lake Road
- Lewelling
- Linwood
- Milwaukie Business Industrial
- North Milwaukie Industrial Area



The information depicted on this map is for general reference only. The City of Milwaukie cannot accept any responsibility for errors, omissions or additional accuracy. 6/27/2018  
 There are no warranties, expressed or implied, including the warranty of merchantability or fitness for a particular purpose, accompanying this product. However, notification of errors would be appreciated.  
 Data Sources: City of Milwaukie GIS, Hecro Data Resource Center.

# NDA Grant Program Guidelines (2022-23)

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## 1. Purpose

- The City of Milwaukie provides grant funding to the Neighborhood District Associations (NDAs) operating in conformance with Resolution 9-1998. These funds are to support and enhance the quality of life within the Milwaukie NDAs and the city.

## 2. What is Funded

- NDAs are eligible for grants from the City of Milwaukie during each fiscal year, subject to the annual appropriation of funds.
- Grant funding may be spent on a variety of neighborhood activities, events, or projects that conform with the intended purposes of the program adopted in 1998 (Resolution 9-1998). Examples of eligible activities should fit within the following categories.
- NDAs considering proposals for grant funding shall discuss the proposal at a regularly scheduled monthly NDA meeting and then vote on the proposal at the next regularly scheduled monthly NDA meeting. The only exception to this would be if a grant proposal is being considered and the vote on the proposal at the next regularly scheduled monthly meeting would occur after the funding is needed.

### **When in doubt please call!**

Should there be any doubt that an expenditure fits within these categories and is a proper use of NDA Grant funds, before discussing the expenditure at an NDA meeting or expending any funds, please contact the City Manager's Office and ask if the idea or proposal is an appropriate use of the funds.

#### **A. Neighborhood Organizing/Organizational Development:**

Activities, services and materials that generate new neighborhood membership, grow the organization to educate neighborhood leadership toward the organization's development and continued operation.

Allowable funds within this category have included the following. NDAs considering spending grant dollars within this category for anything not on this list should contact the city to verify that what is being considered is an allowable expense.

- Administrative expenses for meetings such as the purchase of paper and writing instruments, printing, copying, etc.
- Equipment and/or services to ensure that all NDA meetings that are held in-person also provide a virtual option for community members to attend. This may include equipment such as laptop computers, microphones, speakers, etc. It may also include the costs associated with providing Wi-Fi at an NDA's meeting location if Wi-Fi isn't provided by the owners/managers of the meeting location.

**NOTE:** Any equipment, materials, or services purchased shall remain the property of the NDA and shall not be converted to personal use or benefit.

- Marketing and outreach costs that generate new membership and grow the organization including the creation and printing of mailers, fliers, and posters about the NDA and its events, development and maintenance of an NDA maintained web site, etc.
- Food and refreshments for monthly NDA meetings
- Neighborhood welcome baskets/bags for new residents
- Door prizes for NDA meetings
- Facility use expenses/donations for NDA meetings
- Neighborhood picnics (Food & refreshments, postcards & postage to advertise picnic, games and entertainment, prize raffles, portable toilets, etc.)
- Concerts in the park (Fees for bands, sound equipment rental, stages, tents, prizes for raffles, portable toilets, etc.)
- Adopt-A-Road event support (Refreshments for volunteers)

#### **B. Neighborhood Physical Improvements:**

Materials and services to be used toward playgrounds, minor park improvements, community gardens and other facilities, neighborhood markers, identity signs, banners, trash cans, benches etc.

Allowable funds within this category have included the following. NDAs considering spending grant dollars within this category for anything not on this list should contact the city to verify that what is being considered is an allowable expense.

**NOTE:** Physical improvements typically require permits before they can be implemented. NDA's considering spending grant dollars on these types of improvements should check early and often with the City of Milwaukie, North Clackamas Parks and Recreation (NCPRD), and others before moving forward with such project ideas. Whomever owns or manages the property where the proposed improvements are made must grant permission before any grant dollars are expended on such improvements.

- NDA street sign toppers

- Neighborhood entrance/welcome signs
- Community gardens
- Providing seeds to interested neighbors to help them grow their own food. An example was called the Victory Garden Project in the Hector Campbell NDA.
- Park improvements and maintenance (Native plants, material for fences, benches, play structures, etc.)

**C. Neighborhood Preservation:**

Materials and services that sustain or enhance the health, public safety and welfare of the neighborhood such as crime watch, traffic management, or home weatherization programs; or contribute positively to the neighborhood aesthetic quality such as design guideline development, community property maintenance programs or beautification programs.

Allowable funds within this category have included the following. NDAs considering spending grant dollars within this category for anything not on this list should contact the city to verify that what is being considered is an allowable expense.

**NOTE:** Materials and services within this category need to be undertaken pursuant to approved programs, which are typically open to everyone in the neighborhood to participate in.

- Cleanup and beautification events (Garbage and recycling disposal, garbage bags, gloves, trees, plants, flowers, refreshments for volunteers, etc.)
- Intersection paintings as approved by the city (Paint, paint brushes, refreshments for volunteers, etc.)
- Support of Milwaukie CERT events and activities

**D. Neighborhood Cultural, Social and Recreational Initiatives:**

Materials and services that promote diversity, family literacy programs, neighborhood computer labs, after school enrichment programs, youth athletic leagues, career preparation, services for the needy, disabled or elderly and cultural activities such as music, dance, or art programs.

Allowable funds within this category have included the following. NDAs considering spending grant dollars within this category for anything not on this list should contact the city to verify that what is being considered is an allowable expense.



- Donations to local non-profits, city boards, commissions, or committees, or other community-based groups developing events, programs, or services open to the general public. Examples have included:
  - Clackamas Service Center (Resources for adults and children who are houseless or at risk of becoming houseless)
  - Friends of the Ledding Library
  - First Friday
  - LoveOne (Laundry services to those in need in Milwaukie along with other resources.)
  - Milwaukie Arts Committee (Porchfest events and others)
  - Milwaukie Community Center (Includes Meals on Wheels program)
  - Milwaukie Parks & Recreation Board (PARB) – Sustainability Tour
  - Milwaukie Parks Foundation
  - Milwaukie Public Safety Foundation (Milwaukie Police Officer of the Year Dinner, 9K for K9 event, etc.)
  - Milwaukie Historical Society and Museum
  - Milwaukie CERT (Neighborhood disaster preparedness)
  - Milwaukie Junior Baseball
  - North Clackamas Education Foundation’s After School Programs
  - North Clackamas School District (High School Grad Party, Rowe Middle School Food for Success Program, etc.)
  - Parent Teacher Associations (PTA) for North Clackamas School District schools
  - Annie Ross House
  - Wichita Center
  - Milwaukie Environmental Stewards Group
- Donations to events organized by the City of Milwaukie or other public agencies including the North Clackamas Parks & Recreation District (NCPRD):
  - Vietnam Memorial Moving Wall
  - Earth Day Cleanups
  - Movies in the Park
  - Carefree Sunday
- Concerts in the Park (fees for bands, sound equipment rental, stages, tents, prizes for raffles, portable toilets, etc.)
- Little free libraries along neighborhood streets
- American Red Cross Blood Drive and support

### **3. What is not Funded**

- Each NDA shall receive the full grant amount as appropriated through the city’s budget process at the beginning of each fiscal year as an automatic deposit into their bank account.

- Eligible officers of each NDA may access the applicable NDA bank account only after submission to the city of the following:
  - Proof of the NDA's intent to grant access to the individual officer (generally proof consists of signed meeting minutes), and
  - Completion of the Neighborhood District Association Grant Access Application.
  
- In no case shall grant funds be used for the following groups, project ideas, or expenses:
  - Project not open to the public;
  - Personal use or benefit;
  - Alcoholic beverages, marijuana, or tobacco products;
  - Political donations or advocacy, election campaign activities, or any related items;
  - Religious organizations, activities or services (This does not apply to the rental of space for public meetings, events, or other activities open to the general public and sponsored by an NDA.);
  - Debt reduction or legal settlements;
  - Cash withdrawals or "cash back" using debit cards;
  - Purchase of land or buildings for NDA ownership;
  - Private travel expenses, lodging, or hotel expenses;
  - Private transportation expenses including mileage, gas, insurance, car rentals, etc.;
  - Projects that do not have property owner permission for proposed improvements. This includes private property and publicly owned property such as parks;
  - Service or activity contrary to federal, state or local statute, ordinance or regulations.
  
- At any time, the City of Milwaukie can request, and NDAs must provide, the latest NDA account bank statement, actual receipts for any transactions, and/or online bank account access.
  
- Any equipment, materials, or services purchased shall remain the property of the NDA and shall not be converted to personal use or benefit.
  
- The NDA shall provide the city with an annual report on the use of grant funds every April/May and an update on NDA goals. The report will be provided using the grant reporting form accompanied by supplementary materials such as photos, thank you cards, etc.

- Any “carryover” grant amounts (amounts from prior fiscal year(s)) exceeding one year’s worth of NDA grant funding shall be accounted for and explained in detail. If the NDA is saving for a project or has goals for the funds, please identify the goals and long-term plan.

**Please take note about the improper use of neighborhood grant funding:**

- Any NDA that is determined by the City Manager to be in violation of this policy will not be eligible for future funding until the city has adequately determined that the NDA has both come into compliance with this policy and has demonstrated the ability to manage the funding properly moving forward. It is the city’s sole discretion whether or not an NDA continues to receive grant funding after a violation has occurred.
- Any NDA designee(s) found to be using grant funds in violation of this policy will be subject to investigation and will forfeit their right to access the funds.
- The City of Milwaukie reserves its right to pursue any and all available remedies, including legal action, to secure the return of improperly used funds.

### **NDA Pilot Newsletter Columns**

The city has published a monthly newsletter, called the Pilot, since the 1990s. Each NDA may submit a short article to appear in the newsletter. The due date for the next issue is sent to all NDA Chairs each month by the Communication Program Manager in the City Manager's Office. The articles are typically written by the NDA Chair, but can be written by other NDA leaders as well. Here are some things to keep in mind when writing your NDA's articles:

- Keep articles to about 250 words or less.
- Write in third-person, active voice.
- Submit articles as Word documents.
- Send photos as separate attachments rather than embedding them into a document or email.

### **Voting**

Per the NDA bylaws, voting within the NDAs shall be done according to Roberts Rules of Order. The city encourages NDAs to work towards a consensus on issues, as much as possible, Roberts Rules of Order encourage and do not preclude other consensus making tools. For a complete description of parliamentary procedures, you can refer to a copy of Robert's Rules of Order. It is available at the Ledding Library, bookstores, or online at <https://robertsrules.com/>.

### **Methods of Voting**

- Voice vote: "Aye and No" – for majority vote
- Show of hands: "Affirmative and Negative" for small groups
- Roll call – checks attendance as well as vote
- Ballot – assures each voter's secrecy.

### **Basics of Robert's Rules for Small Group Meetings**

In meetings of twelve people or less, only four motions are typically used. One person moves to (introduce, adopt, etc.) a motion, and another person seconds that motion before the meeting chair calls for a vote. Basic motions are:

- To Introduce (a motion)
- To Change a Motion (amend)
- To Adopt (accept a report without discussion)
- To Adjourn (end the meeting)

### **Officer Roles**

Article IV of the NDA Bylaws outline the roles and responsibilities of NDA Officers. Each NDA should have, at minimum, the following offices:

- Chair

- Vice Chair or Co-Chair
- Treasurer/Secretary (may be separated into two offices or combined)
- Land Use Committee with a minimum of two members

**Please see the NDA Standard Bylaws in the Appendix for further information on NDA Officer roles.**

NDA's may create additional committees and associated officers. Here are some examples:

- Communications Committee
- Parks Committee
- Transportation Committee
- Arts Committee
- Fundraising Committee

### **NDA Agendas and Meeting Minutes**

Agendas and minutes from NDA's are public records. NDA's shall send agendas and minutes to the city for posting to the city website. NDA's should send agendas to be posted at least five business days prior to the NDA meeting and should send NDA minutes within three days after the date of the meeting at which the minutes were approved.

Draft minutes may be sent sooner, and in some cases, draft minutes may be required by the city if the city needs documentation of a vote or policy recommendation from the NDA.

Minutes serve as the official record of NDA meetings, creating a common record and institutional memory that everyone can access. The secretary's role is not to create a verbatim transcript of each word spoken at the meeting, but to summarize discussions and actions.

It is advised to have draft minutes available to your NDA officers for review prior to the next meeting. Encourage board members and others to submit changes to the minutes several days before the meeting via email. Allow time for review and ask for any edits/additions prior to calling for a motion to approve the minutes.

NDA's shall have a sign-in sheet and capture attendance at each meeting. Accurate records of majority and minority opinions shall be captured in the NDA minutes as well as outcomes from voting. The number of people that support, oppose, or abstain from a vote shall be accurately recorded in the minutes.

**Annual Elections**

Per Article V of the NDA bylaws, elections of officers and non-appointed committee positions shall be held yearly during the month of May. The city and each NDA shall coordinate with each other to effectively publicize elections.

Publicity activities will be planned for implementation before April 1<sup>st</sup> of each year. Should an officer need to resign from his or her position at any time a special election may be held to fill that position until the next election.

**Public Meeting Law**

In order for NDAs to comply with public meeting law, the city advertises the meetings on the city website and in the city newsletter, The Pilot.

Neighborhoods may choose to advertise in additional ways such as displaying lawn signs, advertising on local reader boards, sending out postcards, developing their own newsletters, or distributing fliers door to door.

NDA leaders must welcome the viewpoints of all community members in their meetings. Accurate records of majority and minority opinions shall be captured in the NDA minutes as well as outcomes from voting. The number of people that support, oppose or abstain from a vote shall be accurately recorded in the minutes.

Meetings shall be held in accessible spaces and meeting location changes must be adequately posted.

The State of Oregon reviews and updates the Oregon Public Meeting Law every two years and provides a free manual on Oregon Public Meeting Law on their website here:

[www.doj.state.or.us/public\\_records/index.shtml](http://www.doj.state.or.us/public_records/index.shtml).

## NDA Leadership Meetings

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NDA Officers from all seven NDAs convene quarterly at City Hall or another location, which is hosted by city staff in order to share ideas, host guest speakers, and discuss common issues and concerns.

## Developing an Annual Work Plan

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Work plans allow NDAs to review past successes, develop a shared set of values, plan activities for the upcoming year, and discuss ways to improve any challenges the group may be facing. Achieving goals, planning events and recruiting volunteers will be easier if you take some time to outline your expectations and objectives in advance, and establish a plan to accomplish them. A little planning can go a long way to help your NDA stay strong and successful.

If you recently elected new officers, this is also a good time to discuss everyone's interests in serving on the team. Start with discussing general interests:

- Why did you become an NDA Officer?
- What have been the association's biggest successes? What are the biggest challenges?
- What could be done to improve the association and overcome these challenges?

Then discuss your overall mission:

- What is the neighborhood's purpose, role and obligation to the neighborhood?
- What are the core projects and activities the association would like to pursue this year?
- For each project or activity, answer the following questions:
  - What is the purpose of this activity?
  - Is there a need for it in the community?
  - What are the tasks involved?
  - How much time is needed to plan and accomplish the tasks?
  - Is money required?
  - What resources are available to help the association accomplish the tasks?
  - Are enough volunteers available and willing to do the work?

Once you have your final list of activities or goals, look at the calendar and note the key dates for each item. This should include your general membership and board meetings, and the draft meeting topics and decisions for each.

### **Sample NDA Annual Work Plan**

Association Goals for 2021:

1. Recruit 3 new members
2. Hold one neighborhood social event
3. Hold one work party or clean up event
4. Create a Good Neighbor Guide to distribute to all neighbors
5. Provide public comment for key City decisions on behalf of the association
6. Make lawn signs for placement in the neighborhood a week before meetings

7. Create and distribute NDA outreach fliers in the fall and spring inviting people to the meeting--canvas the neighborhood
8. Create "Welcome" packets for new people that visit meetings
9. Conduct a simple survey asking neighbors what they want and need from the association--post online (Survey Monkey) or distribute paper copies door to door

Activities:

Hold two special topic meetings

- Finalize meeting agenda
- Invite City Councilor to come speak on timely topic (do any Councilors live in the neighborhood? They might be interested in speaking. Otherwise, contact the city's Program Coordinator with the topics you'd like discussed and they'll help to find someone to attend.)
- Start drafting meeting notice
- Get meeting notice to neighborhood planner for review
- Determine who will label and/or stuff the notice for mailing
- Coordinate refreshments and handouts/visuals

Hold a block party or neighborhood picnic:

- Invite police officers and/or other staff to attend.
- Make publicity plan (Clackamas Review, web site, hand delivered flyers, etc.)



## Recruiting and Retaining Members

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For better or worse, neighborhood associations have meetings, sometimes lots of them! As many of you know meetings can sometimes be rigid and boring. Good news! There are several ways that can make your meetings more appealing to members.

**Here are a few simple tips:**

- **Provide signage at the meeting site** (Especially important if the meeting room is far from the building entrance.)
  - NDAs often forget to provide signs directing members to their meeting room, making people feel confused or unwelcome. It's a good idea to have a sign on the door where people would be entering the building to let them know they're in the right place and a sign or two in the hallways directing people to the appropriate room.
  
- **Have a greeter**
  - Seek volunteers from your board who will make a point of introducing themselves to new members and check in to answer any questions about the discussion at the meeting.
  
- **Provide an NDA Program flier to new attendees**
  - These are a great way to instantly make a new person feel welcome when they walk in the door. These can equip new members with basic information about the NDA program in general and provide them with details for how to learn more after the meeting.
  
- **Do introductions at every meeting**
  - Welcome new members at the beginning of each meeting. Make introductions a standard agenda item at the beginning of the meeting so that everyone will be more comfortable.
  
- **Be considerate of new members**
  - Don't assume that everyone in the room knows how the meeting will run. Go over the agenda, explain ground rules and allow time for questions to ensure that everyone understands the process. Be sure to give background information to bring members up to speed on pertinent issues.
  
- **Allow for social time**

- Provide 10-15 minutes in the beginning of the meeting or halfway through the agenda to allow an opportunity for members to network and get to know each other. Encourage those attending to greet the person sitting next to them.
- **Provide refreshments**
  - Have board members provide potluck snacks or get donations from local coffee shops or restaurants for your meetings. The NDA Grant Program can also be used to help pay for refreshments for meetings. Just be sure to have your board discuss and approve such an expenditure following the guidelines of the NDA Grants Policy.
- **Follow up with new members**
  - Use the information gathered in the sign-in sheet to call or email new members. Check in to see how their first meeting experience went, find out particular issues or interests of new members and potentially generate involvement in the board, committees, or an upcoming event. Ask if they have any questions that they didn't bring up at the meeting.
- **Relocate meetings**
  - Change your meeting location permanently or during the summer to reach new members. Have meetings in coffee shops, restaurants, or neighborhood parks to change up the atmosphere and make your meetings more welcoming. It can be a challenge to get the word out about location changes if you do it too often, but doing so every now and then can help to reinvigorate the meetings. Just be sure to communicate meeting location changes as early as possible with the city so that they can be posted both on the web, the Pilot, and elsewhere as early as possible.
- **Make meetings accessible to all members**
  - Meetings must comply with Oregon Public Meeting Law and cannot be held in locations where any person attending the meetings would face discrimination on the basis of race, religion, color, sexual orientation, gender identity, age, disability, legal citizenship, national origin, income, or political affiliation.
- **Meeting facilitation**
  - The key to meeting facilitation is keeping people on time, on task and onboard as a group. Meeting facilitation takes time and practice in order to find your best leadership style. Don't worry if you have little experience facilitating meetings. Your fellow board members are there to help. Ask for feedback and suggestions on ways to improve your meetings. Ultimately, running on-time and effective

meetings will help your NDA make decisions and also show that you respect the time and energy of your volunteers.

- **Room set up**
  - Set up the room in a circle or semi-circle so participants feel equal and part of the group. A “lecture” format with the facilitator at front creates a less inviting and less participatory environment.
  
- **Name tags**
  - Provide name tags so participants can easily learn each other’s names.

## Meeting Facilitation Tips

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Plan out your agenda and make sure notice has gone out at least one week prior to your meeting. Contact presenters to make sure they will be in attendance. Be prepared to discuss any items that were tables from last month's meeting.

- Introduce Yourself
- Review the agenda and ground rules
- Be organized and stay on time
- Direct the discussion and keep people on topic
- Facilitate voting and decision-making
- Always maintain your role as chair
- Mediate arguments
- Wrap-up at the end of the meeting
- Follow up after the meeting
- Basics of Robert's Rules for Small Group Meetings

### **Ways to Make Sure Everyone Feels Heard and Participates**

- Minimize cross talk and consider the needs of everyone in attendance.
- Have discussions that mix large and small groups when appropriate.
- Be flexible and allow time for questions to ensure understanding.
- Control the flow of discussion and guide your group to making decisions and reaching consensus.
- Summarize the discussion, so far, so that others have a sense of conclusion, i.e. "So far, what I've heard you say is...? Is that accurate?"
- Don't allow others to take over the meeting through intimidation, anger or inappropriate behavior.
- Set boundaries, but validate participants' contributions and feelings. "I see that you are frustrated that this issue is not on the agenda and that it is important to you. Perhaps a few of us would be willing to stay after the meeting and set a good time for having this discussion."
- Offer solutions and ask the group for support.

### **Plan Ahead**

- Always have an agenda for each meeting with topics and time limits. This will help to keep the meeting focused and on track.

- Have ground rules posted and refer to them both at the beginning of each meeting and as needed throughout meetings.
- Anticipate possible challenging situations. Plan ahead for how you will handle them. Practice how you would react to particular situations. Arrange for support from fellow officers.

### **Control Your Reaction to Conflict**

- People display challenging behavior because of who they are personally, not because of you.
- Really listen to the person speaking.
- Agree when possible and ask questions to help you to understand their perspective.
- Think about what you are going to say first, before speaking.
- Speak slowly and evenly, without raising your voice.
- Address the person by name, if possible and look them in the eye.
- Express your perspective firmly, but not confrontationally.
- Confront the issue at hand, not the person.
- Stay on topic and remember not to lose your temper.
- Be patient, democracy is a process!

## Consensus Building

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### **Meeting Ground Rules**

#### **Decision by Consensus:**

- Work towards consensus when unanimity is essential and can be achieved.
- Understand that this is an iterative process that must continue until all agree (See 5 finger tool below for assistance).
- Consensus may take a long time to reach decision, or agreement may not be possible.

#### **Decision by Consent:**

- Unanimity should be sought, but not at the expense of timely and relevant decision-making.
- Every member must manage some individual disappointment to achieve a robust and mutually supportable outcome.
- Members are expected to suggest a well-reasoned alternatives to support the objectives of the decision.
- Key questions are: “What alternatives can you propose?” and “Can you live with this?”

### **Voting by Majority:**

- This approach uses a simple majority voting model.
- The advantage is in quickly reaching a decision.
- A disadvantage is ending up with winners and losers.

### **Consensus Building**

Every person has experiences at meetings and in work settings that create expectations about “the ways things should be done.” In order to create a more successful meeting environment and productive group in general, it’s helpful to create a set of guidelines or ground rules. Ground rules have proven a successful tool in many group settings, including neighborhood association meetings.

It’s important for the entire leadership, not just the chair who facilitates the meeting, to develop the ground rules. Once the list of ground rules is developed and there is full acceptance by the leadership, write the list up on a large piece of display board paper. Post the ground rules at every neighborhood association meeting and read the list out loud so that everyone in attendance knows that they will be held accountable to the group’s rules.

It’s important to establish ground rules before a conflict arises. Be proactive and develop ground rules as a tool to ensure that the group functions in a healthy and effective manner.

### **Active Listening Techniques**

When facilitating a meeting, the following techniques can go a long way toward encouraging a positive and productive discussion. You may want to keep this chart in front of you during meetings for easy reference.

### **Sample Ground Rules**

Here’s a list of suggested ground rules to build upon. Rules will have the most impact and buy-in when they are developed out of a group process.

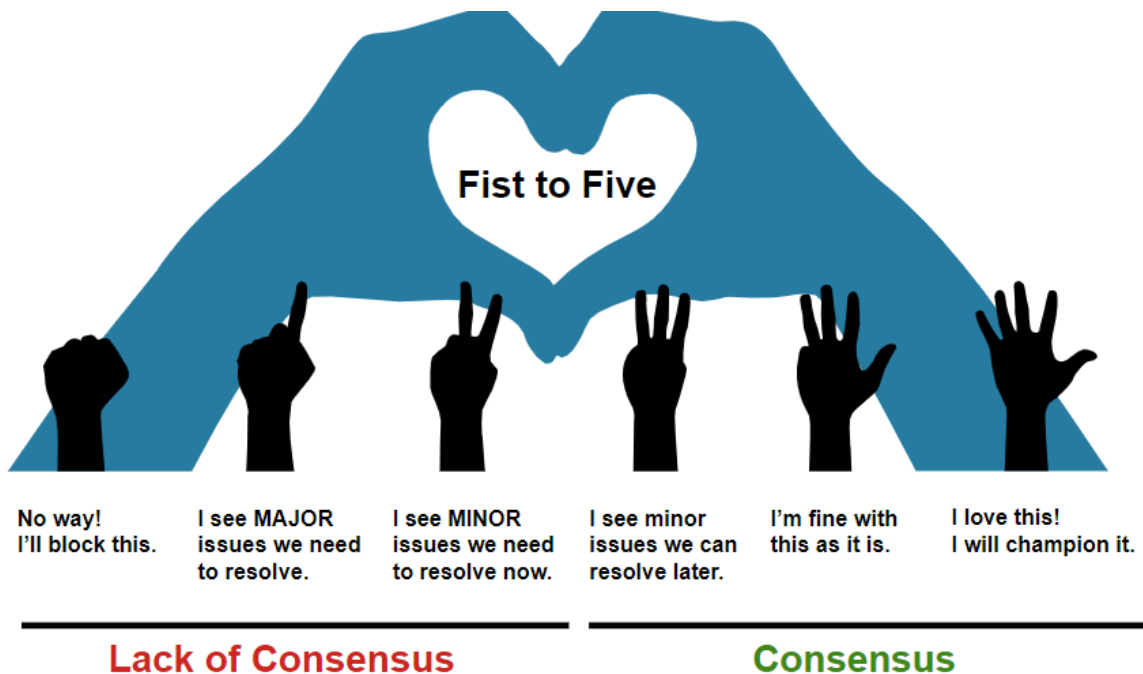
- Treat everyone with courtesy and respect.
- Listen actively – respect others when they are talking.
- Listen to others with an open mind.
- No side conversations and no cross talk - one person speaks at a time.
- Be aware of your own and other’s participation – step up and step back!
- Share your own experiences and opinions with “I” statements, rather than generalizing with “We” or “They” comments.
- Respectfully challenge an idea, not a person.
- Speak to the topic at hand.
- Respect the groups’ time and keep comments brief and to the point.

## The Five Finger Consensus Tool

### Definition of Consensus

Before we talk about the tool, let's provide some context as to what consensus can mean. There are many definitions for consensus, among them:

- Consensus is a decision-making process in which all parties involved explicitly agree to the final decision. It does not mean that all are completely satisfied with the final outcome, but that the decision is acceptable to all because no one feels that their vital interests or values are violated by the decisions made.
- Consensus is a general agreement in accord or with the sense of the group. Consensus is often considered unattainable because it is mistakenly seen as complete agreement or unanimity. In fact, consensus is simply an agreement to move in a common direction for a certain period of time.
- A consensus decision is one that each and every team member is willing to support and help implement. All Key Stakeholders have had an opportunity to give their opinions and to understand the implications of various options.



The following tool can be used to gauge the level of support amongst your neighborhood members. If you are working to reach consensus, you can take an interim poll to assess how your decision is progressing, and then continue discussion as needed. Your association can decide what level of support is necessary to move forward.

**Steps:**

Read the proposal and write it up in front of the association, if possible, and ask individuals to react to the proposal by raising the number of fingers that corresponds to their position. If an association member is at 3 or below, they should make a proposal that will move them to a 3 or higher. Ask, "What will it take to move you to a 3?"

**5 fingers:** I'm all for the idea. I can be a leader.

**4 fingers:** I'm for the idea. I can provide support.

**3 fingers:** I'm not sure, but I'm willing to trust the group opinion.

**2 fingers:** I'm not sure. I will need more discussion.

**1 finger:** I can't support it at this time. I need more information.

**Fist:** No. I need an alternative that I can support.

**Guidelines:**

- Trust each other. This is not a competition; everyone must not be afraid to express their ideas and opinions.
- Make sure everyone understands the topic/ problem. While building a consensus make sure everyone is following, listening to, and understanding each other.
- All members should contribute their ideas and knowledge related to the subject.
- Stay on task. Reference the time management guide for tips.
- You may disagree, that is OK and healthy. However, you must be flexible and willing to give something up to reach an agreement.
- Separate the issue from the personalities. This is not a time to disagree just because you don't like someone.
- Spend some time on this process. Being quick is not a sign of quality. The thought process needs to be drawn out some.

**Procedure:**

- Agree on your objectives for the task/project, expectations, and rules (see guidelines above).
- Define the problem or decision to be reached by consensus.
- Figure out what must be done to reach a solution.
- Brainstorm possible solutions.
- Discuss pros and cons of the narrowed down list of ideas/solutions.
- Adjust, compromise, and fine tune the agreed upon idea/solution so all group members are satisfied with the result.



- Make your decision. If a consensus isn't reached, review and/or repeat steps one through six. Once the decision has been made, act upon what you decided.

### **Assessing Your Leadership Team's Health**

This questionnaire was developed to help you analyze how your leadership team operates and potentially find areas for improvement. Answer the questions below, truthfully.

1. Who attends your NDA meetings?
  - New people each month \_\_\_
  - The same group of people each month \_\_\_
2. Do you feel comfortable offering ideas to the NDA for discussion and consideration?
  - Yes \_\_\_
  - No \_\_\_
3. When an event or project is suggested, do people:
  - Volunteer enthusiastically \_\_\_
  - Only agree to help out of a sense of obligation \_\_\_
4. Do you think people would describe your NDA as:
  - Open and friendly \_\_\_
  - Cliquish and cold \_\_\_
5. Your NDA has defined:
  - Shared values \_\_\_
  - Goals and strategies \_\_\_
  - Both \_\_\_
  - Neither \_\_\_
6. Is there a forum for dialogue outside of meetings to engage community members?
  - Yes \_\_\_
  - No \_\_\_
7. Do members of your NDA get together and celebrate accomplishments outside of meetings?
  - Yes \_\_\_
  - No \_\_\_
8. Does the leadership team of your NDA work well together and communicate in a respectful manner?
  - Yes \_\_\_

- No \_\_\_
9. Remember your first experiences with the NDA, did you feel welcomed by the leadership team?
- Yes \_\_\_
  - No \_\_\_
10. During your initial interactions with the leadership team, were you given information about the NDA's purpose, core values, or goals?
- Yes \_\_\_
  - No \_\_\_
11. Did someone engage you at any of the first few NDA meetings that you attended or follow up to see if you had any questions or concerns?
- Yes \_\_\_
  - No \_\_\_

## Ways to Improve Team Dynamics

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### **Celebrate Successes and Recognize Accomplishments**

- When your NDA accomplishes something that it has been working on be thankful and give thanks where it is due. It is important for board members to support one another on a regular basis. Mix it up! People like to be recognized in different ways. Vary your efforts to ensure that recognition is meaningful for your members.
  - Some ideas to recognize members include:
    - Personal recognition: Verbal thank you's or personal notes.
    - Formal or organizational recognition: A card signed by each NDA member, an article in the Pilot newsletter, or awards presented at meetings.
    - Hold your own volunteer recognition event for your NDA and recognize multiple volunteers together.

### **Social Time Outside of Meetings**

- Coffee, drinks or snacks before or after a meeting can be a great way to get to know one another. A better understanding of one another is what usually comes out of the social time spent away from meetings. Just because you are volunteering for the NDA doesn't mean you can't have fun!

### **Planning 101 Virtual Training – Highly Recommended for all NDA Officers!**

The city's planning staff held a Planning 101 Virtual Training on April 6, 2022 that was recorded for future NDA officers to learn all about land use. The training is highly recommended for all NDA officers, especially the Chair, Vice-Chair, and all NDA Land Use Committee members. You can find the training on the city's Youtube Channel at [www.youtube.com/watch?v=5SI1j8GaVAo&list=PLP7S\\_rHe\\_2x2wfknlmckRsp\\_Aqjx8Z5a&index=4&t=915s](http://www.youtube.com/watch?v=5SI1j8GaVAo&list=PLP7S_rHe_2x2wfknlmckRsp_Aqjx8Z5a&index=4&t=915s).

### **What is Land Use Planning?**

Land use planning is essentially what the name implies: It is the decision-making process for how we use land. Good planning meets a community's needs for the short term without compromising its well-being in the long term.

Land use planning is also the term used for a branch of public policy encompassing various disciplines which seek to order and regulate land use in an efficient and ethical way, thus preventing land use conflicts (e.g. incompatible uses.) Governments use land use planning to manage the development of land within their jurisdictions through a systematic assessment of land and water potential, alternatives for land use, and economic and social conditions. Zoning is the most common form of regulatory control for development.

Guided by the Comprehensive Plan, the Milwaukie Planning Department's primary function is to plan for the future of Milwaukie. To plan for the future, the Planning Department maintains and implements the Comprehensive Plan and other planning documents and implements the community's development standards through the Zoning, Land Division, and Sign Ordinances.

### **What is Zoning?**

Zoning was created for the primary purpose of ensuring public safety and health. In 1926, the Supreme Court ruled that zoning was a legal exercise of public police power – private property rights may be required to yield when public welfare is at stake. The city's comprehensive plan is implemented through zoning regulations. The land use and development review process is where we apply the zoning rules to specific proposals

### **Key Zoning Concepts**

- Permitted Uses describes allowed and prohibited activities.
- Development and design standards govern the scale and appearance of development.
- Variances allow for some deviation from the standards.

## **Land Use Planning in Oregon**

According to the State of Oregon Department of Land and Development:

- Since 1973, Oregon has maintained a strong statewide program for land use planning. The foundation of that program is a set of 19 Statewide Goals.
- The goals express the state's policies on land use and related topics, such as citizen involvement (#1), housing, and natural resources.
- Most of the goals are accompanied by guidelines, which are suggestions about how a goal may be applied. As noted in Goal 2, guidelines are not mandatory.
- Oregon's statewide goals are achieved through local comprehensive planning. State law requires each city and county to adopt a comprehensive plan and the zoning and land division ordinances needed to put the plan into effect.
- The local comprehensive plans must be consistent with the Statewide Planning Goals. Plans are reviewed for such consistency by the state's Land Conservation and Development Commission (LCDC). When LCDC officially approves a local government's plan, the plan is said to be acknowledged. It then becomes the controlling document for land use in the area covered by that plan.
- Oregon's planning laws apply not only to local governments, but also to special districts and state agencies. The laws strongly emphasize coordination -- keeping plans and programs consistent with each other, with the goals, and with acknowledged local plans. Oregon's 19 Statewide planning goals can be found in a booklet available on their website here: [www.oregon.gov/LCD/pages/goals.aspx](http://www.oregon.gov/LCD/pages/goals.aspx)

## **Milwaukie's Obligations Under Oregon Law**

Because of Oregon's land-use laws, land-use decisions must be made within some strict boundaries, including:

- 120-day Clock:
  - City must make a decision within 120 days, or the project is approved.
- Public involvement
  - #1 State Planning Goal makes public involvement an important part of the process.
- Criteria
  - Decision must apply adopted criteria.
- Public Hearings Laws
  - Hearings must be carried out according to strict rules to ensure fairness and disclosure.
- Conditions
  - If a proposal can be "conditioned" to meet criteria, it must be.
- Land Use Decisions
  - Must be based on criteria and standards.

- Identify relevant approval criteria and make findings of fact.
- May include Conditions of Approval.
- Are all subject to appeal.

### **NDA Land Use Referrals**

Part of the NDA’s role is to advise the city regarding land-use decisions within or impacting the neighborhood.

There are many different levels of land use decisions, and an NDA’s opportunity to respond varies accordingly. All land use decisions are made based on the criteria outlined in the City Code and Comprehensive Plan.

The city’s code requires NDA referral and notification for certain types of land use applications. These requirements were added in a 2010 update to the city’s rules for development review. Since staff must comply with the “120 day clock,” NDA response to land use referrals is often needed within a two week turn-around time.

The following section explains what types of land-use decisions will be referred to NDAs for input.

### **Land Use Hearings**

#### **Milwaukie’s Land Use Referral Process**

- **Building Permits:** No NDA referral or public notice.
- **Type I** (low level administrative decisions): No NDA referral or public notice.
  - Who makes the decision? - Staff
  - What is reviewed and decided? - Administers code, with minimal discretion, only on technical matters.
  - Example – Lot line adjustments
  - Timeline – 7 to 10 days
  - Who receives notice? – No public notice
  - Appeals – To Planning Commission
- **Type II** (administrative review with public notice): Referral of the application materials and of the public notice to the NDA Chair and NDA Land Use Committee (LUC). Any comments by the NDA Chair and LUC are, at a minimum, summarized in the decision. Comments that directly affect approval criteria or standards may be incorporated into the findings and conditions of approval for the proposal.
  - Who makes the decision? – Staff

- What is reviewed and decided? - Administers code, with minimal discretion, only on technical matters.
  - Examples – Alteration of a nonconforming structure, minor land partition
  - Timeline – Typical decision reached within 45 days
  - Who received notice? – City departments, applicant, NDA/s, properties within 300'
  - Appeals – To Planning Commission
- **Type III** (Planning Commission review) and Type IV (Major quasi-judicial – changes to the zoning and/or comprehensive plan map, heard by Planning Commission and City Council): Referral of the application materials and of the public notice to the NDA Chair and LUC. Comments from the Chair and LUC are summarized in the findings and staff report and are forwarded to the Planning Commission as attachments to the staff report. As with Type II applications, staff includes comments that relate to standards and approval criteria in the recommended findings and conditions of approval.
    - Who makes the decision? – Planning Commission
    - What is reviewed and decided? – Decides whether or not the evidence proves that the application complies with code and exercises discretion. Public hearing is required.
    - Examples – Conditional uses, subdivisions, variances, and Community Service Uses
    - Timeline – Decision required within 120 days
    - Who receives notice? – Interested parties, NDA/s, other agencies, property owners within a 300' radius, and newspaper.
    - Appeals – To City Council
- **Legislative Applications** (changes to the text of the comprehensive plan and/or zoning, sign, or land division code): Legislative proposals do not have prescribed procedures for NDA involvement, but do require that the public, including NDAs, have a meaningful opportunity to review and comment on legislative actions. These will typically include, individual NDA meetings, public workshops, etc.
    - Who makes the decision? – City Council
    - What is reviewed and decided? – Adopts plans, policies, and ordinances. Not a land use decision.
    - Examples – Adopt code, change zoning, and amend Comprehensive Plan. Public hearing is required.
    - Timeline – No requirement that a decision be reached.
    - Who receives notice? – Interested parties, NDA/s, other agencies, affected property owners, and newspapers.
    - Appeals – Appeal decision to Oregon Land Use Board of Appeals

## **So You Received a Land Use or Development Review Notice – Now What?**

By Amanda Fritz, 17-year Portland Neighborhood Association land use chair, Portland Planning Commission member 1996-2003. Used with permission. Edited for brevity and to reflect Milwaukie's land use hearing process.

### **Responding to the Notice**

1. **Read** the entire notice carefully.
2. Check the city's **website** for information on the proposal – [www.milwaukieoregon.gov/planning/submitted-applications-0](http://www.milwaukieoregon.gov/planning/submitted-applications-0)
3. **Visit** the site. (Note: you can't go on private property without permission, but you can view it from the right-of-way.)
4. **Call** the planner listed on the notice. Ask questions, including, "Here are my concerns for this site – how can I best address them." Your goal is to help the planner understand your concerns and in turn help you to express them in ways most likely to be heard. Always start by assuming the planner wants to help you as much as they need to help the applicant.
5. Look up the section of the **Code** referenced in the notice, so you know what the rules are.
6. Remember, **only the listed "Approval Criteria" matter.**
7. Follow-up with **written comments**, via email or mail. If you want your comments to be part of the record (to be considered by the decision maker), or you want to be on the mailing list for the decision, **verbal comments aren't enough.**

### **If You Still Have Concerns or Need More Information**

1. Visit the front counter at the Public Services Office, 6101 SE Johnson Creek Blvd. and **ask to see the record.**
2. **Call** the planner again to review your concerns.
3. **Send in written testimony before the deadline for the planner's recommendation.** Request specific Conditions of Approval, if applicable. In your comments, always talk about the application, not the applicant. Make sure your testimony is delivered, not postmarked, by the deadline. Email is acceptable, as long as your full name is included.

4. If it's a Minor Quasi-Judicial (Type 3) review, you will receive a Staff Report before the hearing if you submitted comments or if you request to be sent one. Send more comments in writing to the planner to share with the Planning Commission before the hearing, stating which parts of the staff recommendations you agree with, which not.
5. **Read** the planner's Staff Report with the decision/recommendation
6. **Attend the hearing** and encourage others to join you.

### **You Can Appeal a Decision, But Only If You Have “Standing”**

1. Members of the public have a role not only in influencing the initial decision of Planning Director or Planning Commission, but also in appealing that decision if they wish.
2. The city will send a written notice of the decision to parties of record. Parties of record include all persons who request notice of the decision by signing the sign-in sheet at the hearing, presenting testimony or submitting written comment.
3. Decisions are final unless an appeal is filed within two weeks of the date on which the Notice of Decision is mailed by the city.
4. City Council decisions may be appealed to the Oregon Land Use Board of Appeals.

### **Providing Testimony at Land Use Hearings**

- **Make it clear if you are speaking as an individual or if you represent a group.** If you are representing your NDA, make sure you developed a consensus among your NDA members before representing yourself as speaking for the NDA. Here are some steps to follow if you intend to represent your NDA at a land use hearing:
  1. Put the issue on the NDA's agenda and distribute it widely, including the city's website at least five business days in advance of the meeting, so everyone in the neighborhood knows it will be discussed and has an opportunity to attend and participate in the discussion.
  2. Discuss the land use topic at the NDA meeting.
  3. Take a formal vote at the NDA meeting.
  4. Have NDA members sign a formal letter describing the NDA's views.
- **NOTE:** If you are speaking on behalf of the NDA, the NDA will only have standing to appeal if you declare that you are representing the NDA in the initial hearing.



- **If possible, send in your written testimony before the hearing.** This generally means at least 10 days before the hearing, because the Planning Commission members are mailed a briefing packet the week prior to the hearing.
- **Keep the applicant and staff for the project in the loop.** It's discourteous to present new arguments at a hearing without warning the applicant, plus it tends to throw them into defensive mode. Asking "what if we asked for...?" beforehand gives the applicant a chance to scope a compromise ("that might not work, but this might get to the same goal"), and/or gives you a chance to think of counter-arguments to their counter-arguments.
- **Make sure your information is accurate to the best of your knowledge.** If you're unsure of something, it may be better to omit mentioning it rather than let someone else focus on a mistake. Don't invent or exaggerate.
- **Concede points when necessary, and quickly correct any mistakes you make.** Defending an untenable position will hurt you now and in the future.
- **In some hearings, you will have a limited, set amount of time to speak.** Prepare to make your points concise.
- **You'll need to state your name and address before you start.** Giving your address can start to set the context for your testimony...for instance, you could add "in the...neighborhood" or "two blocks from this proposal."
- **Cut to the chase.** Don't waste time the first minute in generalities. If you're speaking for a group, name it and say you're authorized to do so. Remember that the important part of your testimony is the opinion on the topic being reviewed. Spend most of your time on that.
- **Remind the decision makers if you sent in written testimony beforehand.** They may want to find and refer to your letter as you speak.
- **At the end, offer to answer questions, and/or remain seated** until the Council/Commission indicates there are none. Don't be too quick to get up...let the panel think about what you've said and give them time to ask questions.

## Land Use Procedures for NDAs

- Pre-application Conference Reports links are sent to the NDA chair and all Land Use Committee members. When a development proposal goes through a pre-application conference all reports are made available at [www.milwaukieoregon.gov/planning/preapplication-conference-reports](http://www.milwaukieoregon.gov/planning/preapplication-conference-reports).
  - NDA leaders/land use chairs have asked in the past for more knowledge of possible future development proposals that come to the city. The website at the link above makes it clear that many pre-application conference proposals don't end up getting submitted for a land use review, but receiving the Pre-application Conference Reports links does give the NDA some knowledge ahead of time of possible proposals.
- All land use applications are provided at the referral stage (before any public notices and at the beginning of the review process) to the NDA chair and all Land Use Committee members. If a public hearing will be required for the proposal, it listed on the referral document.
- Land use applications that are Type II-Type V are listed here with all the information and documents to easily share with anyone of interest in a proposal: [www.milwaukieoregon.gov/planning/submitted-applications-0](http://www.milwaukieoregon.gov/planning/submitted-applications-0)
- Land use applications that are Type II-Type V are required to provide public notice to property owners and residents, usually within 300 ft. of a proposal site. The NDA chair, in the NDA where the proposal is located, is listed on the public notice if a person wants to contact them, but city staff are also listed.
- When a decision is made on a proposal, the NDA Chair/Land Use Committee and all who commented/testified on a proposal will receive the Notice of Decision and it has the date for anyone to appeal the decision by, as well as what the decision was.

## Engagement with Digital Tools

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There are many ways to reach neighborhood members using digital tools including email, social media (Facebook, Instagram, Twitter, etc.), websites, etc. Below are some tips about various tools, including a description of what the city provides all of its NDAs to engage digitally.

### Email Lists

- **NDA Email Lists:** All NDAs, at the time of this writing, maintain and use their own email lists of community members that they use regularly to communicate. Here are some tips for using email for your NDA:
  - Set up an account separate from your personal account. Use an address with your NDA name in it.
  - Use an email management tool such as Mailchimp ([mailchimp.com](http://mailchimp.com)) or emma ([myemma.com](http://myemma.com)) to create a template and various lists. These tools also come with automatic subscribe or unsubscribe functions, so you don't have to manage that.
  - Segment your lists: Have separate lists based on interests. People are more likely to read emails for topics they know they are particularly interested in.
  - Don't send more than one email each week. Exceptions can be made for emergencies or last minute changes.
  - Send email in a summary format.
  - Subject lines matter! Your subject line will make people either open your email or not. Keep general emails to the neighborhood professional and courteous.
  - If sending an email to the entire list using your regular email account, copy and paste the NDA email list into the BCC so that everyone's emails are not shared with the entire list. This also helps to ensure that the email is not lengthened by a long list of email addresses at the top when opened by the recipients.
- **Email Subscriptions to NDAs on the city's website:** The city's website provides the ability for community members to subscribe to a variety of topics. Each NDA is included in the subscription list at [www.milwaukieoregon.gov/subscribe](http://www.milwaukieoregon.gov/subscribe). The city primarily uses the NDA subscriptions to notify subscribers when the NDA agendas have been posted to the city website, which also serves as a reminder of the upcoming meeting. The city also occasionally uses the NDA subscriptions to notify specific neighborhoods about projects occurring in the neighborhood, public meetings and events that directly impact each neighborhood, etc.

## Social Media

- Facebook, Instagram, Twitter, and other social media platforms are free and easy to use. Explore setting up an account for one or more.
- Social media platforms have different audiences, so it is a good idea to use more than one platform to reach your community if your NDA has the capacity to do so. One way to help ensure that you have capacity is to create a social media subcommittee and/or a social media chair to focus on that area of the NDA's communication strategy. People enjoy feeling connected to their NDA and there are many community members who would enjoy getting the NDA connected using social media.
- Use social media to engage your neighbors, ask questions, post polls, etc.
- Use photos as often as possible! Not only are photos interesting and fun for people, they are proven to greatly increase views and interactions.
- Here is a list of NDAs who are using social media as of June 2022 to refer to for ideas:
  - Ardenwald-Johnson Creek
    - Facebook - [www.facebook.com/ArdenwaldJCNDAs](http://www.facebook.com/ArdenwaldJCNDAs)
    - Twitter - <https://twitter.com/ArdenwaldJC>
  - Hector Campbell
    - Facebook - [www.facebook.com/HectorCampbellNDA](http://www.facebook.com/HectorCampbellNDA)
  - Historic Milwaukie
    - Instagram - [www.instagram.com/historicmilwaukienda](http://www.instagram.com/historicmilwaukienda)
    - Facebook - [www.facebook.com/Historic-Milwaukie-Neighborhood-HMNDA-105886588233490](http://www.facebook.com/Historic-Milwaukie-Neighborhood-HMNDA-105886588233490)
  - Island Station
    - Facebook - [www.facebook.com/milwaukieisnda/](http://www.facebook.com/milwaukieisnda/)
  - Lake Road
    - Facebook - [www.facebook.com/Lake-Road-Neighborhood-District-Association-City-of-Milwaukie-1984294931596115/](http://www.facebook.com/Lake-Road-Neighborhood-District-Association-City-of-Milwaukie-1984294931596115/)
  - Lewelling
    - Facebook - [www.facebook.com/LewellingNDA](http://www.facebook.com/LewellingNDA)
  - Linwood
    - Facebook - [www.facebook.com/Linwood-Neighborhood-Association-276994285972771/](http://www.facebook.com/Linwood-Neighborhood-Association-276994285972771/)

## Blogs and Websites

- A blog is very similar to a website and is easy to set up with a tool like Blogger (blogger.com).
- A website can be set up using a variety of tools such as Wix (wix.com), Squarespace (squarespace.com), Word Press (wordpress.com), and others. Websites do require more

knowledge than setting up a blog, but once it is set up maintenance is fairly easy, but does take a significant amount of time.

- Promote your blog and website stories on social media.
- Here is a list of NDAs who maintain websites as of June 2022 to refer to for ideas:
  - Ardenwald-Johnson Creek - [www.ardenwald.org](http://www.ardenwald.org)

## NDA Standard Bylaws

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### **City of Milwaukie (Neighborhood Name) Neighborhood District Association Standard Bylaws**

#### ARTICLE I: PURPOSES OF THE (NEIGHBORHOOD NAME) NEIGHBORHOOD DISTRICT ASSOCIATION

- A. To provide a channel for two-way communication between city government and (NEIGHBORHOOD NAME) Neighborhood District Association residents.
- B. To bring citizens in the (NEIGHBORHOOD NAME) Neighborhood District who have an interest in shaping and maintaining the quality of life in their neighborhoods.
- C. To provide (NEIGHBORHOOD NAME) Neighborhood District residents with meaningful opportunity for review and commentary of city policies and programs.

#### ARTICLE II: REQUIREMENTS FOR RECOGNITION BY THE CITY COUNCIL FOR THE (NEIGHBORHOOD NAME) NEIGHBORHOOD DISTRICT ASSOCIATION

- A. The (NEIGHBORHOOD NAME) shall represent District #\_\_\_ as described in Chapter 1 of Milwaukie's Comprehensive Plan.
- B. The (NEIGHBORHOOD NAME) shall adopt and abide by the City of Milwaukie Neighborhood District Association Standard Bylaws.
- C. The (NEIGHBORHOOD NAME) shall maintain a separate Land Use District Review Committee comprised of members and/or officers of the Association.
- D. The (NEIGHBORHOOD NAME) shall actively seek and encourage membership that represents a broad cross-section of its district.

- E. To retain recognition, the (NEIGHBORHOOD NAME) shall hold a minimum of four regular meetings each year where agenda items are addressed.

#### ARTICLE III: MEMBERSHIP REQUIREMENTS

- A. Anyone of voting age or older is a member of the (NEIGHBORHOOD NAME) who is:
  - 1. A resident within the neighborhood district; or
  - 2. A property owner whose property is located within the neighborhood district; or
  - 3. A business owner whose business is located within the neighborhood district; or
  - 4. A designated representative of a business, corporation, or trust located within the neighborhood district; or
  - 5. A designated representative of a non-profit business or group located within a neighborhood district.
- B. All rights, privileges, and responsibilities of membership including the right to vote on Association business shall accrue to members.
- C. Only Neighborhood District Association members as defined above may be elected or appointed to officer or committee positions;
- D. In compliance with applicable State and local civil rights statutes membership in the (NEIGHBORHOOD NAME) shall be open to everyone who meets the requirements of Article III, Section A, above.

#### ARTICLE IV: REPRESENTATION OF DISTRICTS AND DUTIES OF OFFICERS:

- A. The officers of the Neighborhood District Association shall comprise the Board of the Association and shall represent the Neighborhood Association. Neighborhood District Associations shall elect at least three officers: Chair, Vice Chair and Secretary/Treasurer.
- B. The duties of the Neighborhood District Association Officers shall include the following:
  - 1. The Chair's responsibilities shall include management and leadership of all Neighborhood District Association activities. The Chair shall also be responsible for ensuring that the Neighborhood District Association complies with the requirements of the Neighborhood District Association Standard Bylaws and other applicable guidelines.

2. The Vice Chair's responsibilities shall include assisting the Chair in performing the defined duties and assuming the Chair's duties in the Chair's absence.
3. The Secretary/Treasurer's duties may be separated if a separate Treasurer position is designated by the Neighborhood District Association (see C below). Otherwise, the Secretary/Treasurer's duties shall include:
  - a. Ensuring that accurate minutes of all Association meetings are kept; ensuring that attendance registration is kept at all Association meetings; ensuring that attendance reports and minutes are maintained and that they are available for review by anyone who asks; ensuring that minutes and registration lists of all meetings are forwarded to the City of Milwaukie; ensuring that meeting notification and agendas are transmitted to the City and to members in a timely manner; ensuring that current and updated lists of officers and Land Use Review Committee members are provided to the City.
  - b. The safekeeping and accounting of all Neighborhood District Association funds and the proper disbursement of those funds in accordance with City and Neighborhood District Association guidelines. The Secretary/Treasurer shall also maintain records of incoming donations, funds and contributors and shall make those records available to all who ask.
  - c. Other Officer positions may be created and defined by Neighborhood District Associations. Additional Officer Positions may be appointed by the Board of Directors or elected by the Neighborhood District Association membership for specific duties or elected at large, with duties defined by the Board. Any additional officer positions elected shall be subject to the same membership and election requirements as the required officers.

#### ARTICLE V: ELECTIONS OF OFFICERS AND TERMS OF OFFICE

Elections of officers and non-appointed committee positions shall be held yearly during the month of May. The city and (NEIGHBORHOOD NAME) shall coordinate with each other to effectively publicize elections. Publicity activities will be planned for implementation before April 1st of each year.

#### ARTICLE VI: LAND USE DISTRICT REVIEW COMMITTEES

- A. The Land Use District Review Committee will represent the Neighborhood District for the purpose of review and commentary on land use issues of interest to the neighborhood district.
- B. The Land Use District Review Committee shall have the authority to speak on behalf of the Neighborhood District Association.
- C. Action by the Land Use District Review Committee shall be by majority vote of the members of the Land Use District Review Committee present at official meetings of the Committee.
- D. Membership in the Land Use District Review Committee shall be open to all interested members and officers of the (NEIGHBORHOOD NAME). The Land Use District Review Committee shall elect a committee chair and vice chair from among themselves, by a majority vote of the Land Use District Review Committee. The elected officers shall direct the efforts of the Land Use District Review Committee.
- E. The Land Use District Review Committee shall keep accurate minutes of their proceedings and shall make those minutes available for review by anyone who asks.
- F. The Land Use District Review Committee shall conduct a minimum of two meetings per year where District membership or the public may bring agenda items.

#### ARTICLE VII: COMMITTEES

The Board of Directors of the Neighborhood District Association may establish additional standing and ad hoc committees that do not address land use issues. Committees shall not have the power to act but shall be advisory in nature unless authorized by the membership of the (NEIGHBORHOOD NAME) by a majority vote.

#### ARTICLE VIII: FINANCE

The Neighborhood District Association may not impose dues or other charges on its membership. The Neighborhood District Association may solicit and accept donations from any source. The Neighborhood District Association may also pursue other fundraising activities not precluded by law.

#### ARTICLE IX: OPEN MEETING AND NOTICE REQUIREMENTS



- A. All meetings of Neighborhood District Associations and Land Use Review Committees, including regular, special and Board meetings shall be unqualified, open meetings where anyone may attend and propose agenda items for consideration or offer comment on agenda items before the Association. All Associations shall make reasonable accommodations to persons with disabilities at all association meetings and events, per the 1990 Americans with Disabilities Act.
- B. All meetings of Neighborhood District Associations including regular, special and Board meetings shall be reasonably publicized to active members and to the public. Agendas for publicized meetings should be submitted with meeting notifications.
- C. Notice activities must include notification to the City for inclusion in regular City publicity channels. In addition, Neighborhood District Association Memberships shall receive notice from the Association. Membership notification may include, but is not limited to: Telephone trees; Door hangers; Newsletters; and newspaper releases.
- D. Where applicable, open meeting and notice policy shall comply with the requirements of Oregon public meeting laws, or other statutes and administrative guidelines.

#### ARTICLE X: ACTION BY NEIGHBORHOOD DISTRICT ASSOCIATIONS

- A. Except as noted above in Article VII, Section C, action by Neighborhood District Associations shall be conducted by majority vote of the membership present.
- B. Meetings shall be conducted in a businesslike manner consistent with Robert's Rules of Order.
- C. Members shall have the right to introduce agenda items for consideration at all regular and special meetings in writing or by motion from the floor.
- D. Additional operating rules and procedures: Neighborhood District Associations may adopt or modify additional rules and procedures that do not conflict with the Neighborhood District Association Standard Bylaws by a 2/3 vote of the Association membership present at a regular or special meeting.

#### ARTICLE XI: STANDARD BY-LAW CHANGES

- A. The City Council, at a regular meeting, may revise or suspend any section of the Neighborhood District Association Standard Bylaws as they pertain to individual districts.
- B. Proposals from the (NEIGHBORHOOD NAME) requesting the City Council to revise or suspend section(s) of the Neighborhood District Association Standard Bylaws shall be approved by a 2/3 vote of the Association membership present at a regular or special meeting.
- C. Proposals for revision or suspension of Standard Bylaw articles under Article XI, Section B, above shall be well publicized through regular channels, at least one meeting prior to the scheduled vote, to both the (NEIGHBORHOOD NAME) membership and to the public.