



**MEETING NOTICE & AGENDA  
TUALATIN PARK ADVISORY COMMITTEE  
October 14, 2025 - 6:00 pm**

**Virtual Meeting**

Options to Join

Video: <https://us06web.zoom.us/j/84106836727>

Phone: +1 253 215 8782 US (Tacoma)

Meeting ID: 841 0683 6727

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“We are a group of enthusiastic advocates for the Parks & Recreation system with a focus on the stewardship and enhancement of our community.”

**A. Call to Order**

1. Roll Call

**B. Approval of Minutes**

1. September 9, 2025

**C. Communication & Comments**

1. Chair
2. Staff
3. Public

**D. Old Business**

1. Project Update
  - a. Parks & Trails Bond
  - b. Park Utility Fee
  - c. ARPA (American Rescue Plan Act)
2. [Committee Goals](#)
  - a. 2025 Goals
3. New Member Orientation
  - a. Committee Assignment Description
  - b. City Charter & Municipal Code
  - c. Advisory Committee Handbook
  - d. League of Oregon Cities Handbook
4. Core Area Reinvestment Area Update
  - a. Tualatin Downtown Revitalization Project Timeline

**E. New Business**

1. Park Utility Fee Projects
  - a. Selection Process
  - b. Asset Scoring Criteria

2. Updates

- a. Programs
- b. Projects
- c. Operations
- d. Volunteers

**F. Upcoming Dates & Calendar Review**

**G. Committee Member Communications**

**H. Adjournment**



## Minutes

### TUALATIN PARK ADVISORY COMMITTEE

Date

### Virtual Meeting

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<b>Members Present:</b>	Emma Gray, Carl Hosticka, Taylor Sarman, Beth Dittman, John Makepeace, Cosi Slider, Adam Peterson
<b>Members Absent:</b>	None
<b>Staff Present:</b>	Rich Mueller, Parks Planning & Development Manager Kira Hein, Project Manager Bella DePhillipo, Office Coordinator Jerianne Thompson, Library Director
<b>Public:</b>	Nisha George, Dana Paulino

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#### A. Call to Order

1. Roll Call: Emma Gray called the meeting to order at 6:00 pm.

#### B. Approval of Minutes

1. July 8, 2025: Emma Gray reminded the committee that due to the irregular meeting last month, both the July and August minutes are up for approval.
2. August 19, 2025: Taylor Sarman moved to approve, John Makepeace seconded, and both sets of minutes passed unanimously.

#### C. Communication & Comments

1. Chair: None.
2. Staff: Rich Mueller informed the committee that Dustin Schull would be absent from the meeting.
3. Public: None.

#### New Business

1. Washington County Cooperative Library Services Local Option Levy Replacement: Emma Gray moved Jerianne Thompson to the beginning of the meeting and introduced her as the director of the Tualatin Public Library.
  - a. Jerianne introduced herself and the topic of the proposed levy. She showed the committee a presentation that demonstrated the library services that would be impacted by the levy.
    - i. Carl Hosticka asked if the levy applies to the part of Tualatin in Clackamas county, and Jerianne replied that those residents will not see the levy on their ballots, nor will they be taxed if it passes.
    - ii. Taylor Sarman asked when the taxing authority expires, and Jerianne responded this fiscal year. Taylor also asked if there was a political action committee associated with the levy, and Jerianne pointed him toward the Friends of the Library and the county-wide group People for Libraries.
  - b. Jerianne ended her time by thanking the committee and sending a link for more

information in the meeting chat log, then left the meeting.

#### **D. Old Business**

1. Project Update: Emma Gray returned to old business and introduced Kira Hein to discuss Parks Project updates.
  - 1 Parks & Trails Bond: Kira showed photos of the Nyberg Creek Trail site and spoke on the recent preconstruction meeting and construction setup. She spoke about the ash tree removal due to pests and their replacement with healthier trees. Kira also spoke on the athletic field partnership with the school district, stating that she and Dustin Schull are continuing the discussion on where bond dollars could best be used. Kira also provided an update on the Riverfront park, sharing that an owner's rep RFP will be sent out this fall to get someone on board to help direct the project as a whole in connection to the CORA project.
  - 2 Park Utility Fee: Kira showed the committee a rendering of the new Tualatin Community Park playground, and warned that the current rendering is not final and play features shown on it may be reduced.
    - i. Emma asked about the play capacity being increased, and Kira confirmed that the new playground should double the play capacity from what it is now.
  - 3 ARPA (American Rescue Plan Act): Kira showed the committee photos of the progress at Las Casitas Park. She shared that the playground is almost finished, the basketball court surface has been finished, and the ADA ramp is nearly in place. She also shared that the project is still expected to be fully complete by this winter.
2. [Committee Goals](#)
  - 1 2025 Goals: Emma Gray marked supporting the Nyberg Creek Wetlands Trail construction off of the quarter 3 list of committee goals.
3. New Member Orientation: Emma Gray reminded committee members of the past discussion about new member orientation, and that the committee came to a decision to go through orientation as a group in stages. She then introduced the orientation topics in the meeting packet.
  - 1 City Organization Chart: Rich Mueller shared the city organization chart to introduce members to the hierarchy of city employees and elected officials.
  - 2 Council 2030 Vision: Rich shared the City Council 2030 vision and priorities.
  - 3 Council Biographies: Rich encouraged members to read the short biographies on each City Council member included in the packet. Emma also reminded members that each councilor has a city email address and can be reached out to any time, and shared that her experience getting a response has always been positive.
4. Core Area Reinvestment Area Update: Emma Gray introduced Beth Dittman as a member of the CORA committee and turned the meeting over to her for presentation.
  - 1 Beth mentioned that the CORA committee is comprised of people from many groups within the city, and mentioned that Cosi Slider is on the committee as well. She spoke on their goal to figure out the identity of Tualatin and how that will steer the downtown revitalization. She also shared the working schedule, which is included in the meeting packet.
  - 2 Emma reminded the committee that the future Riverfront Park will be a huge part of the downtown revitalization process.

**E. New Business**

2. Hwy 99 Sidewalk Connection: Rich Mueller shared that the City devotes a certain amount of money to pedestrian safety every year and takes public submissions. He mentioned that this year Emma Gray and Beth Dittman proposed a crosswalk by the Hwy 99 boat launch, and he shared that their proposal is now in the design phase.
  - a. Rich added that proposals for this year are now being accepted, and Emma added that the process to submit is very easy and user-friendly.
3. Updates
  - a. Programs: Bella DePhillipo shared that the whole department is preparing for Pumpkin Regatta. She also shared that the Juanita Pohl Center meal program has been going really well, and that registration for fall programs is now open. Emma Gray added a note about the medallion hunt beginning soon, and Bella shared that the clues will be posted to Facebook this year.
  - b. Projects: None.
  - c. Operations: None.
  - d. Volunteers: None.

**F. Upcoming Dates & Calendar Review**

1. November TPARK Meeting (legal holiday): Emma Gray invited a discussion on changing the date of November's meeting. Beth Dittman made a motion to move the meeting to the 4<sup>th</sup>. Taylor Sarman mentioned that he won't be able to make it to that meeting, but didn't object to the change and seconded the motion. Carl Hosticka pointed out that November 4<sup>th</sup> is election day. The committee voted to move the meeting to November 4<sup>th</sup>.

**G. Committee Member Communications**

None.

**H. Adjournment**

Emma Gray adjourned the meeting at 7:07 pm.



**CITY OF TUALATIN**  
**VOLUNTEER ASSIGNMENT DESCRIPTION**  
**TUALATIN PARKS ADVISORY COMMITTEE**

<b>ASSIGNMENT TITLE</b>	<b>Tualatin Parks Advisory Committee Member</b>
<b>GOAL/ PURPOSE</b>	The goal of the Tualatin Parks Advisory Committee is to recommend and make suggestions to the City Council regarding all matters relating to public parks, playground-related activities and programs. To formulate comprehensive and community-wide park and recreation systems and programs to service the horticultural, environmental, historical, recreation, cultural and leisure needs of all City residents.
<b>SUPERVISION</b>	Rich Mueller, Parks and Recreation Manager <a href="mailto:rmueller@tualatin.gov">rmueller@tualatin.gov</a> 503.691.3064
<b>TIME COMMITMENT</b>	The committee meets on the second Tuesday of each month at 6:00 p.m. Meetings require about two hours, plus additional preparation time. Depending on activities planned throughout the year, each member can expect to contribute up to two additional hours per month. Members serve a three-year term.
<b>DUTIES</b>	<ul style="list-style-type: none"><li>• Recommend and make suggestions to the City Council regarding all matters relating to public parks, playground-related activities and programs;</li><li>• Recommendations and suggestions shall include, but are not limited to the budget process, immediate and long-range planning, and citizen participation;</li><li>• Attends monthly meetings and on occasion other activities and events.</li><li>• Explore and recommend funding sources to support parks and recreation;</li><li>• Provide assistance to activities and organizations in the community which provide recreation programs; and</li><li>• Encourage, sponsor, co-sponsor or conduct public programs to further the development and public awareness of parks, recreation, trails, open space, natural areas and greenways.</li></ul>
<b>QUALIFICATIONS</b>	<ul style="list-style-type: none"><li>• At least five committee members shall reside within the City of Tualatin. No more than two shall reside outside the City.</li><li>• One committee member may be less than 18 years of age. A member who is appointed under this provision shall serve a one-year term that may be renewed for one additional year.</li></ul>
<b>TRAINING</b>	Training will be conducted by the committee staff liaison. An orientation meeting will occur following your committee appointment. Other training will be provided on an as-needed basis.
<b>BENEFITS</b>	This opportunity will allow you the meaning community service involving recreation programs and park facilities that improve health, reduce crime, enhance economic development and preserve the environment. The committee members are engaged in enhancing the quality of life and quality of place for residents in the community.

## CHAPTER 11-02 - PARKS ADVISORY COMMITTEE

### Sections:

#### TMC 11-2-010 - Establishment of Committee.

The Tualatin Park Advisory Committee is established and created.

(Ord. 418-77 §1, 11-28-77; Ord. 1147-03, Renumbered, 08-25-03)

#### TMC 11-2-020 - The Membership of Committee.

- (1) The membership of the Committee shall be appointed by the City Council. Committee members shall receive no compensation. The Committee shall consist of seven members appointed by the Council and, except as provided in subsection (5) of this section, shall serve three-year terms or until their respective successors are appointed. A member may be reappointed to the Committee to additional terms at the discretion of the Council.
- (2) In considering new members, the Committee and Council shall strive for geographic balance. No less than five members shall reside inside the corporate boundaries of the City and no more than two shall reside outside the City.
- (3) Each committee member serves at the pleasure of the City Council and may be removed by the Council at any time before the committee member's term expires.
- (4) Any vacancy on the Committee shall be filled by the City Council for the unexpired term of the member creating the vacancy.
- (5) No more than one member may be less than 18 years old. A member who is appointed under this subsection shall serve a one-year term that may be renewed for one additional year. In addition to other criteria deemed relevant by the Council for appointment, the Council may consider the applicant's academic performance and the effect membership on the Committee may have on such performance.
- (6) A committee member shall not have unexcused absences from two or more meetings, including regular and special work sessions during a calendar year, or absences from more than five such meetings held during the calendar year. An excused absence may be obtained by contacting the chairperson or secretary of the committee at least 24 hours prior to any scheduled committee meeting.

(Ord. 418-77 §2, 11-28-77; Ord. 888-93, §4, 3-22-93; Ord. 1017-99 §1&2, 4-26-99; Ord. 1083-01 §1, 8-13-01; Ord. 1147-03, Renumbered, 08-25-03; Ord. 1330-11 §3, 8-22-11)

#### TMC 11-2-030 - Organization of Committee.

- (1) The Committee shall elect a chairman and vice chairman, who shall be voting members of the Committee, at the first regular meeting of each January.
- (2) The Community Services Director shall provide a secretary who need not be a member of the Committee. The secretary shall keep an accurate record of all Committee proceedings. The Committee shall file a report of all its proceedings with the City Recorder within 30 days of such proceedings.

(Ord. 418-77 §3, 11-28-77; Ord. 1147-03, Renumbered, 08-25-03)

#### TMC 11-2-040 - Meeting, Rules and Regulations of the Committee.

A majority of the Committee shall constitute a quorum. A quorum of the Committee may transact any business or conduct any proceedings before the Committee. The Committee may adopt and amend rules and regulations establishing the procedure for the conduct of proceedings brought before it. Such rules and regulations shall be consistent with any ordinances, resolutions or laws of the City regulating the Committee. All meetings are open to the public.

(Ord. 418-77 §4, 11-28-77; Ord. 1083-01 §2, 8-13-01; Ord. 1147-03, Renumbered, 08-25-03)

#### TMC 11-2-050 - Expenditure of Funds.

The Committee shall have no authority to make any expenditure of funds on behalf of the City or to obligate the City for the payment of any funds without first obtaining the approval of the City Council by minute order or resolution stating the purpose of such expenditure.

(Ord. 418-77 §5, 11-28-77; Ord. 1147-03, Renumbered, 08-25-03)

#### TMC 11-2-060 - Powers and Duties of Committee.

The Committee shall have the following powers and duties:

- (1) Recommend and make suggestions to the City Council regarding all matters relating to public parks, playground-related activities and programs. This shall include, but not be limited to (a) the budget process, (b) immediate and long-range planning, and (c) citizen participation; and
- (2) To formulate comprehensive and community-wide park and recreation systems and programs to serve the horticultural, environmental, historical, recreational, cultural and leisure needs of all City residents.

(Ord. 418-77 §6, 11-28-77; Ord. 1147-03, Renumbered, 08-25-03)

#### TMC 11-2-070 - Administration of Parks and Recreation Department.



The City Manager shall exercise control and supervision of all activities, departments and offices of the park and recreation program, shall have authority to appoint to and remove from established positions subordinate employees, including Department Head, and establish necessary rules and regulations for the operation and administration of the park and recreation program.

(Ord. 418-77 §7, 11-28-77)

TMC 11-2-080 - Coordination of Planning Activities.

In discharging its powers and duties at the request of the Council, under TMC 11-2-060, the Committee shall consider the provisions of any comprehensive plan, project plan or agency plan of the City of Tualatin Development Commission, the Urban Renewal Agency of the City of Tualatin and other government agencies having plans or projects affecting the City of Tualatin.

(Ord. 418-77 §8, 11-28-77; Ord. 1147-03, Renumbered, 08-25-03)

TMC 11-2-090 - Annual Report of Committee.

Not later than February 1 of each year the Committee shall file its annual report of the activities of the Committee with the City Council. The annual report shall include a survey and report of the Committee's activities during the preceding year, in addition to specific recommendations to the City Council not otherwise requested by the City Council, relating to the planning process, program implementation measures within the City, or the future activities of the Committee. The report may include any other matters deemed appropriate by the Committee for recommendation and advice to the Council.

(Ord. 418-77 §9, 11-28-77; Ord. 1147-03, Renumbered, 08-25-03)



## City of Tualatin

# Advisory Board/Committee Volunteer Handbook



### 2025 Tualatin City Council

*From left:*

*Councilor Maria Reyes, Council President Valerie Pratt, Councilor  
Bridget Brooks, Mayor Frank Bubenik, Councilor Christen Saaco,  
Councilor Octavio Gonzalez, Councilor Cyndy Hillier*

"We value a high quality of life for our community and will promote actions which increase community spirit and pride, and a sense of ownership, involvement and belonging in the community. We recognize the strengths which come from our heritage and background, our social and economic conditions, and our natural resources. We will manage growth in a manner that will build on these strengths, while fostering a sense of place and a unique identity for the City."



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***Volunteering is the ultimate exercise in democracy. You vote in elections once a year, but when you volunteer, you vote every day about the kind of community you want to live in.***

***~Author Unknown***

### The Benefits of Volunteering:

- Add new skills to your resume or polish existing skills.
- Build your network and make new friends.
- Start or be a part of a meaningful conversation.
- Learn about the City of Tualatin.
- Make an impact in your community.
- Contribute to and shape the future of a place you care about.
- Be recognized for your service in multiple ways.
- Feel appreciated for giving your time and expertise.
- Volunteering is fun and rewarding!





## **Welcome to the City of Tualatin Volunteer Program**

Thank you for your interest in volunteering with the City of Tualatin. This handbook provides you with the information you need to have the best volunteer experience possible.

We appreciate your willingness to serve the City of Tualatin, and we are grateful for the time you spend volunteering. We will strive to make your time here pleasant, productive, and meaningful.

If you find that your current assignment isn't quite right for your skills or interests, we hope you will consider other opportunities within the City of Tualatin. Our City has volunteer assignments in a variety of departments, where you can learn more about your local government while making a difference.

However you choose to serve the City, on a committee or board, planting a tree in one of our parks, or advancing literacy in the library, we will do our best to help you find an assignment that enriches your connection to the community.

*Welcome!*

Stacy Ruthrauff

Human Resources Director

503.691.3021

[sruthrauff@tualatin.gov](mailto:sruthrauff@tualatin.gov)



## **City of Tualatin Volunteer Services Mission Statement**

The City of Tualatin's Volunteer Services Division is designed to enhance and augment the delivery of City services to the community. Volunteering is a way for people to participate in their local government and positively contribute to its effectiveness. Democracy is advanced through the active participation of residents, citizens, businesses, and service groups and we encourage community members to volunteer within all appropriate programs and activities of the City.

Through serving their City, volunteers become a component of our City's philosophy of:

Team Work  
One City  
Problem Solving  
Respect  
Empowerment  
Customer Service Experts  
and Non-bureaucratic



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## **Volunteer Program FAQs**

### **What should I expect from the Board/Committee service?**

- You will receive training.
- You will enjoy a comfortable, welcoming environment.
- You will be treated with respect and courtesy.
- You will be recognized for your contribution.

### **What are my responsibilities to the Board/Committee/Commission?**

- A Board/Committee/Commission member may not have unexcused absences from two or more meetings, including regular and special work sessions during a calendar year, or absences from more than five such meetings held during the calendar year.
- You will agree to and keep a schedule, notifying us of any changes as soon as possible.
- Remember that you are a representative of the City of Tualatin while volunteering.

### **Where can I find volunteer assignment descriptions?**

- You will be given a copy of your assignment description  
The description is also available at:  
[www.tualatinoregon.gov/volunteer/volunteer-assignment-descriptions](http://www.tualatinoregon.gov/volunteer/volunteer-assignment-descriptions).

### **What if I can't make a scheduled meeting?**

- Call your Staff Liaison as soon as possible.

### **What should I wear?**

- Casual dress is acceptable, jeans or other slacks are fine.

### **Who do I go to with concerns?**

- Any question regarding the operation of the board or committee which you serve should be directed to your Staff Liaison.
- Communicate with the media only under the direction of the Staff Liaison or Department Manager.

- If you need help understanding your assignment you can contact the your Staff Liaison or the Volunteer Program Manager, Jackie Konen, 503.691.3087.
- Your Staff Liaison is here to help you. Never hesitate to ask questions about your schedule, assignments, etc.
- The Human Resources Director has an office in City Offices / Library building, 18880 SW Martinazzi Avenue, 503.691.3021, and is available to assist with information about volunteer service.





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## Volunteer Policies and Procedures

Volunteer Services Division is part of the Human Resources Department. Volunteer Rules have been developed for the use of volunteers in the City. This handbook contains an abbreviated version of the rights and responsibilities of volunteers working in the City.

Your Staff Liaison has the complete *Volunteer Rules* and it is available electronically upon request.

### ***General Volunteer Rules:***

#### **Confidentiality-**

City volunteers must keep all *patron/customer personal* information private, including information that you hear or see during your volunteer service.

#### **Resources-**

City volunteers may not use City resources for personal use.

#### **Training-**

Advisory Boards/Committees volunteers will receive an orientation and training by their respective Staff Liaisons.

#### **Ending Your Term-**

Within one month of the end of your term the Deputy City Recorder will call to see if you would like to apply for an additional term. You will then be interviewed by the Council Committee on Advisory Appointments (CCAA). The CCAA will then make a recommendation to the City Council and upon their approval the Deputy City Recorder will notify you.

To resign from the board please send a letter stating your last date of service to the Deputy City Recorder, Nicole Morris, [nmorris@tualatin.gov](mailto:nmorris@tualatin.gov).

**Evaluations and Exit Interviews-**

Evaluations are generally informal conversations with the Staff Liaison. Our goal is to “check in” with you and evaluate your continued satisfaction with your assignment. During your service if either you or your Staff Liaison thinks a change is warranted, we will make every effort to accommodate an appropriate assignment. We’ll do our best to ensure that every volunteer feels successful in their assignment.

Exit Interviews help to us to evaluate the effectiveness of the Volunteer Program and to make improvements based on your feedback. You will receive an exit interview / survey from the Deputy City Recorder soon after you leave your position. Your participation is optional but would be greatly appreciated. All information is confidential.

**Code of Conduct-**

Volunteers should always conduct themselves in a manner appropriate to a volunteer in public service. Volunteers should always be courteous, efficient and helpful to staff and the public.

**Volunteer Records-**

The City uses the Volgistics database to track our Volunteer Program.

Volunteer records are confidential, and include the assignment held, the board/committee assigned, status, record of hours served, length of service and emergency contacts. This information will remain in electronic form and accessible by Volunteer Services and Staff Liaisons.

**Political Activity-**

The State of Oregon has placed restrictions on both employees and volunteers as regards political activity. “No public employee (volunteer) shall solicit any money, influence, service or other thing of value or otherwise promote or oppose any political committee or promote or oppose the nomination

or election of a candidate, the gathering of signatures on an initiative, referendum or recall petition, the adoption of a measure or the recall of a public office holder while on the job during working hours. However, this section does not restrict the right of a public employee to express personal political views." Oregon Law § 260.432

Translation: you may not work to further a political organization or goal during volunteer hours.

### **Harassment-**

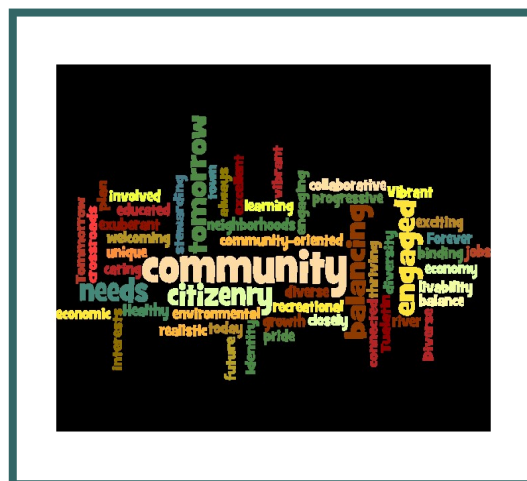
Harassment of any nature will not be tolerated. Treat everyone with respect. If you experience issues with anyone, please let your staff liaison know.



Mayor Bubenik and City Staff celebrating Arbor Day

This is a list of ways you can assess your on-going service to the City of Tualatin as a Board or Committee member.

1. I attend the meetings and contribute to the discussions and decisions.
2. I serve as Chair or lead special projects.
3. I share information with others in a positive manner. Whether I agree with the decision is immaterial; once the decision is made, I communicate the information in an appropriate manner.
4. I assist the board to develop short-term or one-time opportunities for others to be involved in our work.
5. I look for others who might serve on the board/committee or as my successor.
6. If I find myself overwhelmed by my responsibilities or I'm falling behind in completing tasks, I let the Chair or Staff Liaison know so adjustments can be made.
7. I am present at meetings or events. I understand that by participating I will feel engaged and informed.



## Contacts

**Nicole Morris, Deputy City Recorder**, 503.691.3011,  
nmorris@tualatin.gov

**Megan George, Deputy City Manager**, 503.691.3065,  
twilliams@tualatin.gov

**Sherilyn Lombos, City Manager**, 503.691.3010,  
slombos@tualatin.gov

**Stacy Ruthrauff, Human Resources Director**  
503.691.3021 sruthrauff@tualatin.gov

## Board/Committee Staff Liaisons:

**Julie Ludemann** – Tualatin Arts Advisory Committee  
jludemann@tualatin.gov

**Jerianne Thompson** – Tualatin Library Advisory Committee  
jthompson@tualatin.gov

**Rich Mueller** – Tualatin Parks Advisory Committee  
rmueller@tualatin.gov

**Steve Koper** - Architectural Review Board and  
Tualatin Planning Commission  
skoper@tualatin.gov

**Don Hudson** – Budget Advisory Committee  
dhudson@tualatin.gov

**Bryce McKenna** – Core Area Parking District Board  
bmckenna@tualatin.gov

**Sara Shepherd** - Juanita Pohl Center Committee  
ssheperd@tualatin.gov

**Julie Ludemann** – Tualatin Youth Advisory Council  
jludemnn@tualatin.gov

**Jerianne Thompson & Betsy Ruef**— Inclusion, Diversity, Equity,  
Access (IDEA) Committee  
jthompson@tualatin.gov / bruef@tualatin.gov  
Tualatin Library Advisory Committee  
jthompson@tualatin.gov

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## **Meeting Day by Committee**

### **Tualatin Arts Advisory Committee**

3rd Tuesday of the month at 6:30 pm.

### **Tualatin Library Advisory Committee**

1st Tuesday of the month at 6:00 pm at the Tualatin Public Library

### **Tualatin Parks Advisory Committee**

2nd Tuesday of the month at 6:00 pm.

### **Architectural Review Board**

As needed on Wednesday at 7:00 pm.

### **Tualatin Planning Commission**

3rd Wednesday of the month at 6:30 pm.

### **Budget Advisory Committee**

Two to three meetings held annually in May at 6:00 pm.

### **Core Area Parking**

Quarterly at 12:00pm, 3rd Tuesday of the month

### **Tualatin Inclusion, Diversity, Equity & Access Committee (IDEA)**

Third Monday each month 6:00-8:00pm.

### **Juanita Pohl Center Committee**

Every other month, 3rd Wednesday at 10:00 am.

### **Tualatin Youth Advisory Council**

1st, 3rd, Thursday per month at 6:00 pm.

### **Holiday Closures**

In accordance with City policy we will be closed:

- **New Years Day**
- **Martin Luther King, Jr. Day\***
- **President's Day\***
- **Memorial Day**
- **Juneteenth**
- **Independence Day**
- **Labor Day**
- **Veterans Day\***
- **Thanksgiving Day**
- **The day after Thanksgiving\***
- **Christmas Day**

Thank you for your service to your Community. Citizen involvement is part of what makes Tualatin such a great place to live, work, learn and play.



Volunteer Services Department

## City Council 2030 Vision Statement

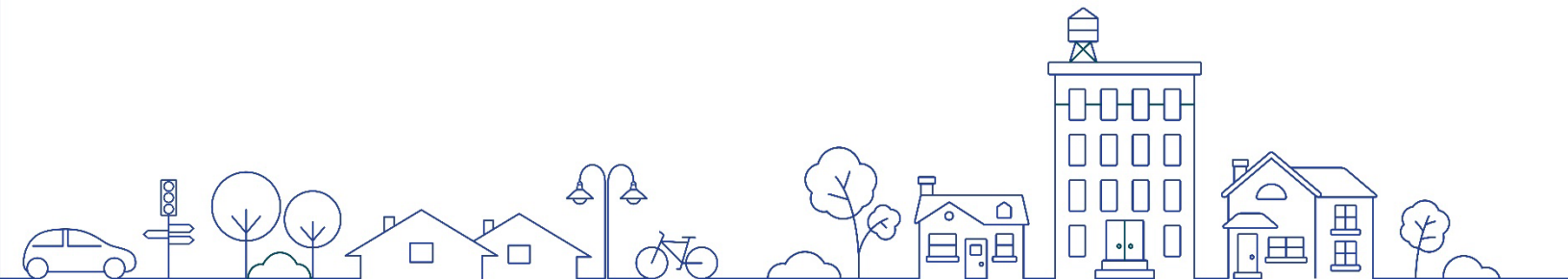


JANUARY 2024



# — Oregon Municipal Handbook —

## **CHAPTER 7: MUNICIPAL BOARD COMMISSIONS AND COMMITTEES**



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## Chapter 7: Municipal Board Commissions and Committees

Municipal board commissions and committees (hereinafter referred to as “board commissions”) play an important role in city governance by assisting the governing bodies in addressing specific issues in detail, lending professional expertise, facilitating community decision-making and serving as a conduit between citizens, city staff and the governing body. Effective use of board commissions will result in a highly engaged community and facilitate the governing board’s decision making.

Certain board commissions, such as a planning commission and a budget committee, are authorized or required by law.<sup>1</sup> However, most operating governing board commissions form and operate at the discretion of the governing board. This chapter will discuss the basic considerations of formation and the essential elements of board commissions.<sup>2</sup> This chapter will also give practice tips for the effective use of board commissions.<sup>3</sup>

Although the focus of this chapter will be on board commissions, much of the same guidance can be applied to internal committees formed to advise city staff.<sup>4</sup> Internal committees are established by city staff for implementation of governing body policy, and the formation of such committees do not require the approval of the governing body. Some common examples of internal committees include an Americans with Disabilities Act committee, a code enforcement task force, and a policy review committees.

Please note that this chapter is meant to provide LOC members with an overview of effective formation and use of board commissions. Specific city charters and ordinances may provide additional restrictions or procedures not discussed below. LOC members with specific questions are encouraged to contact their city attorney.

### I. FORMATION

Understanding the reason for the formation of board commissions is essential for ensuring compliance with the law. There are two reasons for establishing a board commission: (1) the commission is authorized or required by law, or (2) the governing body exercises its

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<sup>1</sup>See, e.g., ORS 294.414, ORS 227.020

<sup>2</sup> *Id.*

<sup>3</sup> *Id.*

<sup>4</sup> *Id.*

discretion to form a commission. Note that some city charters require a regularly convened charter review committee to recommend amendments to the city charter.<sup>5</sup>

## **A. Authorized or Required by Law**

### **i. Budget committees**

For purposes of approving a budget, state law requires that the governing body of each city “establish a budget committee.”<sup>6</sup> The “budget committee shall consist of the members of the governing body” and an equal number of members of the public.<sup>7</sup> The purpose of the budget committee is to receive the budget message and the budget document and to ask questions and make comment on the budget document.<sup>8</sup> The budget committee “approves” the budget, and it is sent to the governing body for final approval.<sup>9</sup>

Although the membership and duties of the budget committee are required by law, the governing body has discretion in all other things not specified by law. For example, the governing body may determine that at least one budget committee member should have financial experience or work for another governmental entity.

### **ii. Planning commissions**

Planning commissions are authorized by statute.<sup>10</sup> Although it is discretionary for the governing body to form a planning commission, once authorized, state law places restrictions on the membership.<sup>11</sup> The law limits the planning commission to two voting members engaged “principally in the buying, selling or developing of real estate” and no more than two members “shall be engaged in the same kind of occupation, business, trade or profession.”<sup>12</sup>

Similar to budget committees where state law is silent, governing bodies have discretion to determine their own internal procedures and scope of review for planning commissions. State law expressly gives discretion to the governing body to determine the duties of an authorized planning commission.<sup>13</sup> Such duties may include recommending actions to the council related to traffic, industrial lands, housing, sanitation or conducting land use hearings.<sup>14</sup> However, the

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<sup>5</sup> See e.g., Portland City Charter, Chapter 13 Charter Revision and Interpretation, Section 13-301.

<sup>6</sup> ORS 294.414.

<sup>7</sup> *Id.*

<sup>8</sup> ORS 294.426.

<sup>9</sup> ORS 294.428; ORS 294.456.

<sup>10</sup> ORS 227.020.

<sup>11</sup> ORS 227.030(4).

<sup>12</sup> *Id.*

<sup>13</sup> ORS 227.090.

<sup>14</sup> *Id.*

scope of the planning commission's duties and review is established by its comprehensive land use plan and implementing ordinances and once established, the governing body would need to follow the proper statutory procedure to amend these documents. Governing bodies should consult with their city attorney before action is taken to amend a planning commission's responsibilities.

### **iii. Other Examples**

State law requires a commission on the issue of consolidation of cities if a petition is deemed legally sufficient by the affected cities.<sup>15</sup> Similarly, state law requires a charter commission on the issue of consolidation of a city and county if the issue is properly initiated either by a governing body or electors.<sup>16</sup>

## **B. Established by Governing Body**

The most common type of board commission is where the governing body exercises its discretion to form a commission. A governing body may establish a commission by intergovernmental agreement, ordinance or resolution.

Commissions formed by intergovernmental agreement are often for the purpose of overseeing the functions delegated by one or more public entities to a separate entity. More information about working with such commissions is contained in Chapter 11, Working with Other Governments.<sup>17</sup>

A governing body is most likely to create a commission through a resolution or an ordinance. The decision on whether to use a resolution or ordinance will be determined by the governing body. An ordinance is a local law, prescribing general, uniform, and permanent law. In contrast, resolutions are less permanent enactments than ordinances and often deal with matters of a special or temporary character. For those commissions of a more long-standing nature, the governing body will enact an ordinance, and for those commissions that deal with a short-term goal or purpose, the governing body will pass a resolution.

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<sup>15</sup> ORS 222.240.

<sup>16</sup> ORS 199.725. *See generally* ORS chapter 199.

<sup>17</sup> *See generally* LEAGUE OF OREGON CITIES, OREGON MUNICIPAL HANDBOOK (2022), CHAPTER 11, WORKING WITH OTHER GOVERNMENTS.

## II. ELEMENTS OF BOARD COMMISSIONS

Most governing bodies find that for efficiency and productive citizen engagement, it is necessary to state certain things in the ordinance or resolution, also known as the enacting documents. Specifically, the enacting documents should state the purpose, the membership, and the procedure for accomplishing the purpose.

Other than those commissions authorized or required by law as discussed above, i.e., planning commissions and budget committees, there are no known cases or statutes requiring any specific element or function of a commission. Even for commissions required or authorized by statute, many of the best practices discussed below can be incorporated into the city's practices.

### A. Defining Purpose

The most important element to a successful commission is to define the purpose of the commission. The governing body should define the purpose through the enacting documents. Clear statements of purpose from the governing body at the outset will help to define goals and purpose and prevent scope creep. Scope creep is the uncontrolled, unmanageable, and often inevitable widening of a commission's scope. Specific, measurable outcomes reported back to the governing body is another way to clearly state a commission's purpose.

Depending on the purpose, commissions can be established to be perpetual advisors or to provide specific feedback for a short duration. Some commissions are used to support a specific city function such as parks, airport, library, police citizen oversight, historic commission, or urban renewal area. Other commissions have a specific, identifiable goal such as ensuring diversity and equity, increasing access to childcare, promoting tourism or reviewing a city charter. Lastly, commissions can be used to serve as a communication conduit between the governing board and certain categories of citizens such as youth or senior citizens.

The governing body should consider whether the commission's purpose is to make decisions or whether to advise the governing body. Lastly, the governing body should consider whether to provide some sort of financial support to achieve the commission's objectives.

### B. Membership

The second necessary element in the enacting documents is to define who will compose the members of the commission. Recruiting and engaging the *right* members is critical in accomplishing the purpose of the commission.

Specifically, the enacting documents should provide the following information:

- *Number of members.* Try to select an odd number of members such as three, five or seven members so there is less likely to be a tie vote. A commission with too many or too few members may find it difficult to accomplish its purpose.
- *Composition of membership.* Depending on the commission purpose, the governing body may benefit from professional expertise. For example, it is common to recruit or specify that at least one member of the budget committee has financial experience. Or, in the case of an architectural review commission, the governing board may specify that one or more should be architects, landscape architects or other design professionals.
- *Term.* How long do you expect that the members will hold their position? Two years is a common appointment term. Do you wish to have term limits?
- *Appointing authority.* Who will appoint the members? Some city charters state that the mayor will appoint certain commission members and the rest will be appointed by the governing body.
- *Other requirements.* Is there a requirement in the ordinance or charter that requires that commission members be residents of the city? Are there any other restrictions in the law or city ordinance that places any requirements on the members such as serving on only one commission?
- *Governing body liaison.* In some cases, the governing body chooses to select one of its own members to participate in a board commission. Depending on the relationships developed with the commission, such participation may further link the communication between the two bodies.

Although not official members of the commission, staff members often provide the link between the commission members and the governing body. The city manager may choose to assign a staff liaison to each commission to provide support coordination and guidance. For example, staff can ensure that the required meetings occur and assist the commission chair prepare the monthly meeting agendas.

### **C. Procedures for Conducting Meetings**

The third element to a successful commission is to establish the procedures for the commission. The governing body's enacting documents or a commission charter (as discussed below in Practice Tips) may address the following issues:

- *Quorum.* Unless stated otherwise, a majority of the commission members must be present to constitute a quorum.
- *Chair duties.* The chair is usually elected annually by the commission members. The duties include setting the agenda, conducting the meetings, and act as the

spokesperson for the commission. The chair is also responsible to encourage the input of ideas, set a positive tone and facilitate the decision-making process.

- *Parliamentary procedure.* Commissions generally adopt a modified Robert’s Rules of Order. It is not necessary to recite all the parliamentary rules such as “point of order.” Rather, it is sufficient to state that the commission will generally follow Modified Robert’s Rules of Order.
- *Vacancy.* The procedures may establish how a vacancy is declared. In addition to a voluntary resignation, vacancies can be established by procedure if a member has too many unexcused absences or no longer meets the membership qualifications.

Some of the basic commission meeting procedures may be contained in the governing body’s enacting documents. As discussed below, more detailed meeting procedures may be contained in a commission charter that is the product of the appointing commission and approved by the governing body.

### III. LAWS THAT IMPACT BOARD COMMISSIONS

Several laws that impact cities also impact board commissions. The laws discussed below are Oregon Public Meetings Law, Oregon Public Records Law, and Oregon Government Ethics Law.

#### A. Public Meetings

A commission that has the authority to make recommendations to a public body on policy or administration is a “governing body” under the Oregon Public Meetings Law (OPML).<sup>18</sup> As such, any public meeting of the board commission requires proper notice of the meeting and that the meeting is accessible to people with physical and communication disabilities.<sup>19</sup> OPML requires that the public meetings must also be recorded, or written minutes are taken.<sup>20</sup>

As a practical matter, staff members will coordinate with volunteer commissions to ensure that OPML requirements are met. For example, staff often coordinates with the commission chair to ensure that an agenda is drafted, adequate notice is provided to the public, the meeting is available to the public in person and virtually, and the meeting is either recorded or minutes are taken.

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<sup>18</sup> ORS 192.610(3).

<sup>19</sup> See generally LEAGUE OF OREGON CITIES, OREGON MUNICIPAL HANDBOOK (2020), CHAPTER 9, PUBLIC MEETINGS LAW.

<sup>20</sup> ORS 192.650(1).



Since a commission is likely a “governing body” under the OPML, it is possible for commission members to convene a public meeting through “serial communications” on a topic.<sup>21</sup> As discussed below in Practice Tips, the LOC recommends training commission members on public meetings.

## **B. Public Records**

Oregon Public Records Law applies to any documents containing “information relating to the conduct of the public’s business \* \* \* regardless of physical form or characteristics.”<sup>22</sup> Public records include: (1) emails, (2) text messages, and (3) social media posts.<sup>23</sup>

Public records are not limited to those prepared by the city or public body.<sup>24</sup> Rather, those records can include information sent or posted by individual commission members if the record contains information relating to the public’s business.<sup>25</sup>

As a practical matter, staff will store, retain and dispose of all public records prepared by the city in accordance with state law. Staff will also respond to all public records requests. It is important for public bodies to train staff and commission members to avoid the unintentional creation of public records.

## **C. Government Ethics**

Oregon Government Ethics Law applies to “public officials.” A volunteer such as a commission member is a “public official” if the person is appointed by a governing body.<sup>26</sup> Commission members who are concerned about the applicability of the rules discussed below are encouraged to discuss their concerns with the city attorney or the Oregon Government Ethics Commission. This discussion is intended to give a brief overview. For more detailed information, please see the [League of Oregon Cities Oregon Municipal Handbook, Chapter 8: Ethics](#).

Public officials are prohibited from using or attempting to use their “official position or office to obtain financial gain or avoidance of financial detriment” if the benefit would not otherwise be available but for the public official’s holding of the official position.”<sup>27</sup>

A public official must declare any conflicts of interest when participating in official actions such as a discussion, deliberation or decisions that would or could result in a financial benefit to the official or the official’s family.<sup>28</sup> Potential conflicts of interest are those that *could*

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<sup>21</sup> See *Handy v. Lane County*, 274 Or App 644, 664-65 (2015), *reversed on other grounds*, 360 Or 605 (2016).

<sup>22</sup> ORS 192.311(5)(a). See generally LEAGUE OF OREGON CITIES, OREGON MUNICIPAL HANDBOOK (2020), CHAPTER 14, PUBLIC RECORDS (2021).

<sup>23</sup> *Id.*

<sup>24</sup> *Id.*

<sup>25</sup> See ODOJ, ATTORNEY GENERAL’S PUBLIC RECORDS AND MEETINGS MANUAL (2022).

<sup>26</sup> See generally LEAGUE OF OREGON CITIES, OREGON MUNICIPAL HANDBOOK (2020), CHAPTER 8, ETHICS.

<sup>27</sup> ORS 244.040(1).

<sup>28</sup> ORS 244.120.

result in a financial impact to the official or the official's family.<sup>29</sup> Potential conflicts must be declared but the official can participate in the official action.<sup>30</sup> Actual conflicts of interest are those that *would* result in a financial impact to the official or the official's family.<sup>31</sup> Actual conflicts must be declared and the official *cannot* participate in the official action.<sup>32</sup> A public official may be exempt from announcing the nature of the conflict of interest for specific circumstances.<sup>33</sup>

Except as allowed by law, a public official or relative may not solicit any gift exceeding \$50 from a single source having a legislative or administrative interest in a decision of the public official.<sup>34</sup>

A public official is prohibited from using their position to create the opportunity for additional personal income.<sup>35</sup>

Planning commission members must file a Statement of Economic Interest with the Oregon Government Ethics Commission by April 15 of each year.<sup>36</sup>

## IV. PRACTICE TIPS

### A. Commission Charter

Although a commission's purpose is often stated in the enacting documents, the statement is short and lacks detail. Over time, with changes in commission membership or the governing body, this original purpose is often forgotten. Defining this purpose will keep the commission focused on the nature of the commission and prevent "scope creep." Scope creep is the uncontrolled, unmanageable and often inevitable widening of a commission's scope. The main reason for scope creep is the lack of clearly defined goals or purpose.

To combat scope creep, many cities require a commission to create a commission charter. The commission charter would be created (or amended) by the commission and approved by the governing body. The charter would state many of the considerations such as purpose, membership and procedures. The advantage of a commission charter is to provide more detail

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<sup>29</sup> *Id.*

<sup>30</sup> *Id.*

<sup>31</sup> *Id.*

<sup>32</sup> *Id.*

<sup>33</sup> See generally LEAGUE OF OREGON CITIES, OREGON MUNICIPAL HANDBOOK (2020), CHAPTER 8, ETHICS.

<sup>34</sup> ORS 244.025.

<sup>35</sup> ORS 244.040.

<sup>36</sup> ORS 244.050.

than a resolution or ordinance. Further, a commission charter may be more easily amended than a resolution or ordinance to fit the particular needs of the commission or governing body.

## **B. Annual Workplan**

One practice tip is for each commission to prepare and submit an annual work plan to the governing body. The governing body reviews the work plan and provides feedback annually to the commission. The work plan can include the results of the prior year's plan and if applicable, metrics of community involvement and participation in meetings.

The governing body can refer additional items to the commission for inclusion in the annual work plan. This annual review creates a communication conduit between the governing body and the commission and ensures that the commission continues to follow the governing body's purpose.

## **C. Commission Handbook**

A commission handbook is a reference guide that applies to board commissions. It provides an overview of the basic laws and procedures during a member's term and clarifies the roles and responsibilities of the commission in relation to the governing body, staff and the public. Some items to consider include:

- Member-signed acknowledgement of receipt of the handbook. Can include acknowledgement of rules of conduct, responsibility to follow public meetings, public records and ethics laws.
- General information about the city, the type of government and the commissions.
- Restrictions on appointments to commissions such as term limits or city residence requirements.
- Statements of the commission's goals, purposes and responsibilities.
- Roles and responsibilities of each commission members such as preparation, collaboration, and respect for each other. State expectations for conduct during public meetings.
- Define any mandatory training such as parliamentary procedure or ethics.
- Elaborate the role of staff liaisons. Define acceptable conduct with staff.
- The commission charter and any adopted procedures.

Many Oregon cities have created their own board commission handbooks such as the cities of Florence, Hillsboro, and Oregon City.<sup>37 38 39</sup>

## **D. Regular Trainings.**

Another practice tip is to provide regular trainings to all new committee members about topics such as parliamentary procedure, public meetings and public records. These trainings can be done virtually or taped for future use.

The LOC has trainings available online at:

<https://www.oregocity.org/education/training/on-demand-trainings>

## **E. Public Recruitment**

Ensuring that the commission represents a diverse and inclusive pool of candidates facilitates the community decision-making process and better serves as a conduit between citizens, city staff and the governing body. Fully engaged city volunteers are often future fully engaged elected officials.

Regularly advertising commission vacancies is one method of ensuring that the governing body has a diverse pool. Other recruitment methods, such as building relationships with community organizations, can be used to build a stronger pool of interested and qualified commission members.

Candidates for the open commission positions can be invited to interview with the governing body in a public meeting. This allows the governing body to have an open and transparent discussion about the goals and purpose of the commission and sets the stage for a productive relationship.

## **F. Staff Liaison Handbook**

Creating a fully trained staff to support the needs of the governing body and commission is crucial to success. Staff liaisons will provide direction, guidance and clerical, organizational and administrative support. Creating a handbook outlining the staff expectations, will ensure

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<sup>37</sup> See *Committee and Commission Manual*, CITY OF FLORENCE, [https://www.ci.florence.or.us/sites/default/files/fileattachments/commissions\\_and\\_committees/page/10801/committee\\_e\\_commission\\_manual.pdf](https://www.ci.florence.or.us/sites/default/files/fileattachments/commissions_and_committees/page/10801/committee_e_commission_manual.pdf) (last accessed Nov. 30, 2022).

<sup>38</sup> See *Advisory Groups, Member and Staff Handbook*, CITY OF HILLSBORO, <https://www.hillsboro-oregon.gov/home/showdocument?id=25660&t=637225437277930000> (last accessed Nov. 30, 2022).

<sup>39</sup> See *Boards and Commissions Orientation Manual*, OREGON CITY, [Boards and Commissions Orientation Manual | City of Oregon City \(oregocity.org\)](https://www.oregocity.org/boards-and-commissions-orientation-manual) (last accessed Nov. 30, 2022).

that staff is fully able to support board commissions. In addition to the topics discussed above for the commission handbook, some items to consider including in a handbook:

- Ensuring that the required commission meetings occur.
- Preparing meeting agendas in coordination with the commission chair.
- Properly noticing the public meetings. Recording or taking written minutes of the public meetings. Coordinating the in-person and virtual meetings.
- Researching and investigates the issues for the commission. Prepare alternatives and recommendations for the commission.
- Implements governing body decisions as they relate to the commission.
- Facilitating the communication of the commission interests, concerns, and recommendations to city staff.
- Support the creation of the commission charter and/or annual workplan.

In short, an effective and strong commission requires the coordination of staff, the commission and governing bodies.

# Tualatin Downtown Revitalization

## PROJECT TIMELINE

### Goal:

Position Tualatin's downtown to encourage revitalization and redevelopment opportunities, while creating a sense of place and unique identity to support mixed-used developments, housing options, a vibrant pedestrian friendly multi-modal downtown, and economic vitality.

### Phase 1

Summer - Fall 2025



#### Identity / Placemaking - CIVILIS Urban Strategist

- Civilis: Secret Shopper, Walking Tour, Focus Groups, Community Workshop, and Survey (May - July 2025)
- Community Advisory Committee Meetings (May - October, 2025)
- Final Report Presentation to TDC - October / November

### Phase 2

Fall 2025 - Spring 2026



#### Design Charrettes / Studies - U of O Sustainable City Year Program

Work with the University of Oregon's Sustainable City Year program to design and translate the results of Phase 1 ideas into plans and drawings to help visualize the future.

#### Sept. - Dec. 2025

- 1 - Downtown Tualatin Site Analysis / Land Use Planning
- 2 - Multi-modal transportation connectivity study
- 3 - Downtown Revitalization Market Study
- 4 - Timber Techtonic in the digital Age

#### Q1 / Q2 2026

- 5 - Architecture Design Studio
- 6 - Floodplain Study
- 7 - Stormwater Management Study

### Phase 3

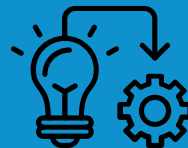
Summer 2026 - Winter 2027



#### Code Amendments / Design Standards

Translate information on from Phases 1 and 2 (above) into code amendments for new downtown design standards and engage the development community in revitalization on projects.

### Implementation



- Review / Construct CORA Projects
- Actively Promote Development Opportunities:





# UTILITY FEE

## PROJECT SELECTION PROCESS



**ASSET CONDITION  
SCORING**

**ASSET SEQUENCING  
SCORING**

**STAFF PROPOSES**

**TPARK REVIEW &  
RECOMMENDATION**

**BUDGET COMMITTEE  
REVIEW &  
RECOMMENDATION**

- System Balance
- Urgency
- Implementation
- Synergistic
- Sustainability
- Scale of Benefit



**CITY COUNCIL CONSIDERATION  
OF APPROVAL**

ASSET SEQUENCING CRITERIA		SCORE 1-4
System Balance	Increases equity, access, or geographic distribution of recreation opportunities (e.g., meets an unmet need, addresses a gap in services, serves an underserved group or area).	
Urgency/ Immediacy	Meets health and safety/regulatory elements; action must be taken now before the opportunity is lost; completion is needed before another priority project can be started.	
Ease of Implementation	Can be easily attained or accomplished; uses existing site; necessary planning, feasibility studies, and permitting have already been completed.	
Synergistic	Project provides opportunity to enhance other projects or to leverage other funds to complete.	
Environmental Sustainability	Project provides reduces impact or provides more efficient products or operations.	
Operational Sustainability	Increases sustainability, reduces costs, increases maintenance and operational efficiencies, and/or increases facility revenues.	
Scale of Benefit	Serves a greater number of people in a geographic area.	
<b>TOTAL</b>		



## Asset Sequencing Criteria

### System Balance

Increases **equity, distribution, and access**, of recreation opportunities (e.g., meets an unmet need, addresses a gap in services, serves an underserved group or area).

- 1 – Minor enhancement anticipated on balance
- 2 – Somewhat enhances balance
- 3 – Moderately enhances balance
- 4 – Significantly enhances balance

### Urgency/Immediacy

Meets **health, safety, regulatory** elements; action must be taken **now before the opportunity is lost**; completion is **needed before another priority** project can be started.

- 1 – Minor condition issues
- 2 – Fair condition
- 3 – Poor condition
- 4 – Critical condition

### Ease of Implementation

Can be **easily attained or accomplished**; uses existing site; necessary planning, feasibility studies, and permitting have already been completed.

- 1 – Complex
- 2 – Challenging
- 3 – Moderate
- 4 – Easy

### Synergistic

Project provides opportunity to **enhance other projects or to leverage other funds** to complete.

- 1 – Low enhancement/leverage
- 2 – Medium enhancement/leverage
- 3 – Medium High enhancement/leverage
- 4 – High enhancement/leverage

### Environmental Sustainability

Project provides **reduced impact on sustainability** or provides **more efficient** products or operations.

- 1 – Minor impact on sustainability
- 2 – Somewhat impacts sustainability
- 3 – Moderate impact on sustainability
- 4 – Significantly impacts sustainability

**Operational Sustainability**

Increases **sustainability**, **reduces costs**, **increases maintenance & operational efficiencies**, and/or increases facility **revenues**.

- 1 – Minor operational impact
- 2 – Somewhat operational impact
- 3 – Moderate operational impact
- 4 – Significantly impacts operations

**Scale of Benefit**

Serves a **greater number of people** in a geographic area.

- 1 – Neighborhood or local benefit only
- 2 – Multiple neighborhood benefits
- 3 – Community benefit
- 4 – Community/Regional wide benefit