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Memorandum

DT: April 17, 2007

TO: Neil Björklund, Senior Planner
City of Eugene

FR: Sue Dicile

RE: South Eugene Ridgeline Habitat Study Task Group Composition

Neil, you asked for my professional opinion on the size and composition of the Task Group that will comprise Phase II of the public involvement process for the South Eugene Ridgeline Habitat Study process. Unless the objectives of the Task Group are altered significantly for some reason after we complete compiling the Phase I information and meet with the Planning Commission, I recommend the following composition which, in my experience, will provide a good balance of invested and knowledgeable stakeholders and non-invested citizens who can participate from a standpoint of “the good of the order”.

Group size

This group will have a limited number of meetings over a relatively short time frame, and is anticipated to have some highly targeted objectives to achieve and questions to address. Therefore a large “Blue Ribbon”-type group is not advisable. In my experience a group of between 8 and 12 is the right size for a group that is both diverse and effective. I generally think an odd number is best dynamically – so a group of 9 or 11 members would be ideal.

Group composition

I suggested that the following composition would make a balanced, fair, and diverse participant mix. I believe the citizens-at-large members – members without a specific “stake” in the outcome except their interest in the good of the city - are important, because they ameliorate positional stand-offs that usually result when only activists and personal stakeholders are involved.

- 2 - 4 Citizen-at-large members.
- 1 Business community member.
- 1 Development or Builder community member.
- 2 Property Owners (preferably one with a small piece of property, and one with property large enough to be developable).
- 2 Conservation community members.
- 1 Tourism or Recreation community member
- (Other – there may be an important perspective unique to the City of Eugene that I haven't considered).

The table on the following page outlines some strategies that I have used successfully in recruiting good candidates for such groups.

| # | Participants from | Thoughts about recruitment |
|-------|--------------------------------------|--|
| 2 - 4 | Citizens at Large | Past members of the Planning Commission, City Club members, members of other "positionally-neutral" civic organizations. In Portland, employees of Metro regional government often serve well in this "at large" capacity, as they wear both economic development and conservation "hats". You might have a Council of Governments in your area that is similar. |
| 2 | Business and Development communities | Chamber of Commerce members, Developers or Builders Association members, task groups the City may have on economic development. |
| 2 | Conservation community | Audubon Society or Nature Conservancy members, community garden or arboretum volunteers, etc. |
| 2 | Property owners | It is important that the participants not have too much personally at stake in the near term, e.g. someone eminently poised to develop their land. Both of these members don't have to own land in the affected areas. |
| 1 | Tourism or recreation | A hikers' or bicyclists' association member, or Eugene Visitors Association member. |

I further suggest caution about including stakeholders' attorneys, or employees of stakeholder associations. We are going to ask the members of this group to listen to diverse perspectives and to collaborate on constructing alternatives. Individuals that are retained professionally to advocate for a particular point of view can sometimes be in a difficult position when they are asked to step out of their advocacy role. If you do include a member in this situation, it should be someone who has demonstrated in the past that they can work effectively within this type of framework.

Please let me know if you have additional issues you would like to explore, or if my office can be of any assistance in the recruitment process.