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MEMO

DATE: September 30, 2015

TO: Mayor and City Council

FROM: Spencer Nebel, City Manager

SUBJECT: Status Report for the five week period ending Friday, October 2, 2015

HIGHLIGHTS OF ACTIVITIES:

Highlights of activities during the past month include the following:

- Barb James, Jim Salisbury and I met to review the rollout of our SafePersonnel training modules. Under this program there will be a set number of training sessions that all employees will be required to do. Employees can do these training modules at their own desks online within a certain timeline. The program we are using will keep a record of which employees have completed which training. This should be a significant step forward in assuring that all employees have basic core training that is critical to addressing basic issues within the organization
- Met with Mark Felter on various right-of-way issues relating to the unopened S.W. 28th Street right-of-way. One of the trails accessing Safe Haven Hill will be going through this area. In addition, we dealt with a number of permitting issues with Mark. We will be holding a meeting of various neighbors on the 28th Street right-of-way, since Mark has made a number of changes within the right-of-way that has caused concerns of some of his neighbors. Hopefully we will be able to work through these issues to have a better understanding of everyone's long term plans on this stretch of right-of-way.
- Participated with the City Council in a special meeting regarding the funding for the Agate Beach wayside.
- Participated in a meeting of the Community Visioning Task Force. The results of this meeting were presented to the City Council at their last meeting.
- Participated with the City Council and the Urban Renewal Advisory Committee in a Town Hall meeting to focus on the City Center, and the two new Urban Renewal Districts being proposed. I think the overall format of this town meeting went well. While there was

some grumbling from folks that would like to make public statements, I do believe that we got better information from people utilizing the sticky notes on the various aspects of the Urban Renewal Plans. This gave everyone an opportunity to share their thoughts and an easy way to accurately record their feelings on various aspects of this plan. We may try to build on this process for future town meetings in order to make these meetings more of a two-way conversation between interested parties and the City Council.

- Police Chief Miranda, City Planner Tokos, City Attorney Rich and I met to review the draft rules for medical marijuana dispensaries selling recreational marijuana. This information was conveyed to the City Council at the September 8 meeting.
- Participated in a follow-up meeting of the Urban Renewal Advisory Committee. At this meeting, the committee made their final suggestions on the report that was conveyed to the City Council at the September 21 City Council meeting.
- Met with Barb James on a couple of employee concerns.
- Tim Gross, Derrick Tokos, Peggy Hawker and I met with representatives of the Maritime Museum on the plans that have been funded with a Tourism Facilities Grant. The plans included creating a display with a propeller obtained from the Port of Newport in front of the museum. They need to present final plans to the City and we need to issue the appropriate permits prior to releasing the funding for this project.
- Tim Gross, Derrick Tokos and I met with the owner of property located at 2910 SW Brant Street regarding sidewalk replacement, and the removal of parking that is being conducted as part of the Coho Brant project. We were able to work through several adjustments that seemed to resolve this issue.
- Participated in an hour long KCUP radio show with Cheryl Harle.
- Tim Gross, Mike Murzynsky, and I met on the final combination of cost reductions and identification of additional resources in order to proceed with the Aquatic Center bid. This was part of a preliminary report presented to the Council on September 8, with a recommendation that was approved by the Council on September 21.
- Participated in the 50 year anniversary celebration for the City of Newport's existing pool coordinated by Kathy Cline and the Parks & Recreation Department. The celebration included an open house with a number of citizens attending, including former City Manager, Don Davis, to celebrate 50 years of service of that facility to the city.
- Held a routine staff meeting with Chief Miranda.
- Councilor David Allen and I met with Fred Springsteen regarding his desire to resign from both the Budget Committee and the Audit Committee. Fred expressed some frustration with the process to hire the new city auditors earlier this year. He indicated that he felt it was best to step down. He further indicated that he will continue to stay on the Budget Committee for the time being. Fred generally felt that the hiring process implemented by the Finance Director for the auditor was more staff driven, and he that he did not have the same level of input into this process. In reviewing this overall effort, I concurred with Fred that the process could be improved from what was done this year. However, I do believe the city ended up with a great auditing firm to conduct audits for the next few years for the City of Newport.
- Held a regularly scheduled department meeting with Richard Dutton to discuss IT issues.

- Gave a city update to the Chamber of Commerce at their Friday lunch series on September 4.
- Prepared agenda items for the September 8 City Council meeting.
- City Hall was closed on Monday, September 7 in observance of Labor Day.
- Held a routine Department Head meeting.
- Participated in a Council work session on the Big Creek Dams.
- Participated in the September 8 Urban Renewal and City Council meetings.
- Met with Lance Vanderbeck to review Airport operations.
- Met with former City Manager, Don Davis, on several issues.
- Stopped by to see Jerry Baker on Lisi Place off of Lakewood Hills. He was concerned about branch and tree removal that was done in the right-of-way to eliminate branches extending into the street. He felt that the crews went too far with this work devaluing the landscaping work he had done on his home. We are currently reviewing the matter.
- Held a regular meeting with Barb James to discuss various HR issues.
- Mark Miranda, Steve Rich, Barb James, and I met to review negotiations with the Newport Police Association.
- Richard Dutton and I participated in a conference call with Spyglass. As you may recall, Spyglass is a company that reviews municipal telecommunication charges. If they find items such as unused lines, and other miscellaneous charges on your bill that are incorrect, they receive the savings from addressing those changes for a twelve month period as their compensation. To Richard's credit, the number of unused lines that the city was being billed for was quite minimal. I went through the same type process in my previous job. We had substantially more unused lines than Newport. Richard has been doing a great job in keeping up with these efforts. We did find that we are paying federal excise tax to our primary phone company. Spyglass will divide any refunds received on a 50/50 basis, as a result of their work. In addition, with Spyglass we now have a very clean report that will allow us to continue monitoring our various phone lines in the future. We also are going to centralize our policies so that any new land lines will be run through IT, and IT will be the department that will proceed with getting the lines established. This will allow for internal review as to whether the line is necessary or whether we can utilize our fiber optic capabilities as an alternate to a phone line, and will allow IT to continue the inventory that has been built as part of this process.
- Met with Enterprise Fleet Services regarding the possibility of having Enterprise take over our fleet management services for the City. With the data they have provided, after reviewing the age and cost of maintaining our system, it appears that a centralized management process would provide a newer fleet for the city at a lower annual cost. We have not had an opportunity to review that internally as of this date; however, it appears worth spending some time exploring this option.
- Mike Murzynsky, Barb James, and I met to review the development of a retirement plan handbook for city employees. We want to have a handbook developed in time for our employee meetings scheduled for the end of October.
- Following the September 8 Council meeting, Mike Murzynsky, Jim Protiva, Tim Gross and I met to finalize a recommendation regarding pool financing. This recommendation was

forwarded to the Council for the September 21 Council meeting. I appreciate Councilor Allen's efforts at looking at an alternative financing source for these costs. I think that alternative made great sense.

- Met with Jim Fuller, who is a former consulting engineer for the City of Newport, and worked for CH2M Hill, regarding the report the city received on the Big Creek Dams. I conveyed the information Jim provided to me in my report to the Council at the September 21 meeting. I really appreciated Mr. Fuller's willingness to sit down and talk to me about this issue. He has also offered to take me out to explore Rocky Creek to better understand that alternative. I hope to be able to do that later this month.
- Participated for a second time this month on a radio show with Cheryl Harle. She thought there was so much going on with the city at this point that she wanted to have another hour show on various city issues. With everything that is currently going on, we had no problem filling a full hour of interviews on City of Newport issues.
- Met with Mayor Roumagoux to discuss various issues. One of the issues that we discussed was creating some sort of mechanism to allow the folks advocating for or against fluoride an opportunity to prepare a report for consideration of the Council at the October 19 City Council meeting. This would give a more specific format, which may help these groups provide clear focus on the specific issues that the Council will need to consider regarding whether we resume the addition of fluoride to our city water system. I provided an outline of this process to the City Council at the September 21 Council meeting. We then forwarded this format out to the two groups that have shown an interest in this matter, as well as inviting other groups to utilize the same format to submit information for the Council's consideration at our second meeting in October.
- Tim Gross, Bob Fuller and Mike Eastman met with me to discuss various recommendations of the Wayfinding Committee. We want to provide a specific report back to this committee on their recommendations regarding the next steps with the wayfinding signage.
- Met with Rob Murphy in a department update meeting for the Fire Department.
- Lance Vanderbeck and I participated in a call with Robert Walker from Devinaire, which is a new air service that wants to begin providing charter service to the Newport Municipal Airport. During our discussion, we thought we might be able to assist Devinaire by providing a location for information regarding the services they are willing to provide for people flying into or out of Newport. This could be included on our website, and other sources, so people are aware there are charter services available for their consideration. Pricing could also be included so they understand the expense of this service.
- I met with Tom Bennett of Toledo, Oregon, regarding his complaints about how he feels he has been treated by the Police Department. I forwarded the complaint to the Police Chief for review. Mr. Bennett was complaining that several businesses have called in complaints to the Police about him and the Police have responded. He believes the Police care more about the businesses than himself.
- Participated in a Yaquina Bay Manager's meeting.
- Met with Richard Dutton on various IT issues.
- Met for lunch with Jay Baughman, City Manager of Toledo.

- Prepared agenda items for a rather robust Council packet for the September 21 meeting.
- Participated in a routine Department Head meeting.
- Met with Mayor Roumagoux to review the agenda.
- Tim Gross, Steve Rich, Barb James, and I met to discuss the Newport Employee Association proposals in preparation to brief the City Council.
- Participated in the special and regular meetings of the City Council on September 21.
- Met with the Audit Committee. One of the GFOA Best Practices was for the Audit Committee to meet without the Finance staff to have the opportunity to share any specific concerns regarding the audit. This is something we implemented for the first time this year. Our auditors indicated that it is their opinion that our previous audits should have reflected the assets and liabilities of the city administered pension program. This has not been done in the past, and they intend to pick this up in the audit for this year. One of the concerns they noted is that the city has not submitted uncashed checks to the State of Oregon since 2008. While the amount of money is relatively minor (\$7,000), it is important the city have a practice of regularly submitting those checks to the State with the appropriate funds to cover those balances. Please note that our financial statements have accurately reflected the \$7,000 liability in uncashed checks in the past, so it does not change our balance sheet. Another issue of concern, is that the city does not conduct an inventory of major components. This is particularly important for the water department. The auditors recommend that when there are inventory items in excess of a \$1,000 apiece, they should be properly inventoried. Finally, the auditors noted that Finance Director, Mike Murzynsky, is completing the financial statements in-house this year. This is something we have not been able to do in the past. They indicated the key issue relating to preparing the financial reports in-house is that the methodology be clearly documented. This is necessary in the event there are changes in personnel so the new personnel would be able to follow through with that same process.
- Derrick Tokos and I met with Amy Ramsdell and Lisa Nell from ODOT regarding the funding issue for the Agate Beach Wayside. ODOT is willing to absorb any administrative/engineering costs that exceeded what the original estimate was for this project. This will help reduce the city's financial responsibility for this project to some degree. In addition, the maintenance folks were still reviewing the storm sewer issue to see if they could use operational funds to offset a portion of those costs. This is still under consideration.
- Administrative staff discussed the position that has been appropriated, but not created yet for the HR/Safety/Administration clerical responsibilities that will report to Barb James. We are looking at utilizing Kit O'Carra, who currently is working 10 hours a week on safety issues, and about 10 hours a week for the Police Department providing various technical services. Kit retired from the Police Department a couple of years ago. She is interested in actually going back to full-time, and this position could be split between these two functions. With her skill set, this seems to make some sense at this point and we are continuing to explore this option.
- Ted Smith, Barb James and I met to discuss safety concerns that were expressed to the City's Safety Committee regarding work at the Library. The primary issue is dealing with

some of the mentally ill/homeless individuals that use the Library over extended periods of time. Some of the individuals are obviously dealing with mental issues. We discussed the possibility of setting up training for our employees, so they can better understand what to look for as far as potential problems in dealing with this population. In addition, Ted is going to have panic buttons installed at the Library. These buttons will allow dispatch to send Police over without having to make an obvious call, which can be somewhat intimidating to all involved with that type of a situation. I believe overall the Library staff does an excellent job in dealing with this very difficult and sensitive issue. Hopefully, we will be able to create a few additional tools to increase the level of comfort of our dealing with individuals experiencing challenges.

- Peggy Hawker, Cindy Breves, Richard Dutton and I met to finalize a request for proposals for agenda management software. We will be proceeding this proposal process.
- Tim Gross, Steve Rich, Barb James, and I participated in negotiations with the Newport Employees' Association. I believe some headway is being made between the city and the association on negotiations. We will report back to the Council on that matter.
- Steve Rich, Barb James and I met with the Newport Police Association in union negotiations as well. We will report on possible settlement in negotiations with that group.
- Police Chief Miranda has been approached about conducting another offering for individuals to turn in unwanted guns. Based on last year's success, he is inclined to conduct a second collection. We did get inquiries from several collectors who were allowed to approach individuals wanting to turn in firearms. A number of firearms were purchased by individuals, rather than turning them over to the Police Department. This seemed to work without incident. Let me know if you have any concerns about procedures with this year's collection.
- Along with Mayor Roumagoux, Councilors Allen, Engler, and Sawyer, City Recorder Peggy Hawker, and City Attorney Steve Rich, and I headed to Bend for the annual League of Oregon Cities Conference.

Highlights of Activities at the LOC Conference are as follows:

- The Oregon City/County Management Association Workshop focused on recruiting and selecting rock stars as city employees. Recruiter, Ron Holifield, gave the presentation. Recruitment processes have not changed since the 1970's but the labor pool has changed dramatically in their expectations and the way they look for jobs. In almost every organization, personnel is one of the biggest costs; however, very little investment is made to select the best people for many jobs within those organizations. The "Hiring Personnel Review" said 80% of employee turnover is bad hiring. In addition, organizations will frequently settle on a "non-great hire" instead of waiting and continuing a search until a great hire is found. Organizations have a tendency to hire based on resumes, rather than the individuals who potentially could work for the organization. It was indicated that job description of most organizations is quite antiquated focusing on specific skill sets, rather than what the overall mission of this position is. For example, for a city manager's clerical position, the description may focus on typing, answering

calls, filing, and other similar activities. However, the mission of that position is ignored, which is leveraging the manager's time. There are many people who may have excellent typing and filing skills that cannot really deal with the issue of maximizing the time the manager has to manage the city.

The recruiter indicated that they typically will not advertise a salary. One of the big problems of advertising a salary is when a range is presented, someone is hired in at something less than the top of the range, and it establishes a general feeling they are not the best person that was suited for that job within the organization. In hiring employees, their ability to work within the organization and to work with citizens is critical, but often times the selection process does not fully take that into account. Often times an organization will be better served by hiring an individual with less specific training or skill sets, but with a high potential of succeeding in whatever job they take.

Another area that needs to change is how we advertise and recruit individuals. The traditional newspaper ad is obsolete. Job boards are okay; however, this may attract a number of non-qualified folks for positions. A community developing a well done "e-brochure" promoting the organization, promoting the community, as well as clearly identifying the processes is something that a stronger candidate may be looking for to best see how they could fit in with that particular community. We need to support and utilize different styles for different media in these advertisements. An energetic and dynamic ad trumps a factual (no frills) ad about a job. It is important with applicants to communicate promptly.

It is also important to try to evaluate the emotional intelligence of candidates, particularly when it comes to listening skills in empathy as it relates to dealing with workplace issues. The interview process needs to be able to measure these skills. It is important to look for the perfect (You said person) candidate. It is also important to do a truly comprehensive background check on employees. The cost for a comprehensive background check may run \$150, but it far better than the much cheaper background checks that are very limited in their scope. It is also important to minimize bias in the evaluation process. It has been proven that candidates with certain names have a higher success rate in the interview process than candidates with more ethnic names. Finally, it is important that those involved in evaluating a candidate do not look for the same skill sets they possess, but skill sets that will complement their skill sets.

- Councilor Engler and I participated in an affordable housing tour for the City of Bend. During this tour, Tim Knopp, the Affordable Housing Director from the City of Bend, indicated that Bend charges an amount of 1/5th of 1% of the building permit valuation for a new project, into an affordable housing fund. This mechanism is currently not available for cities, since the legislature prohibited any new cities from considering this tool based on push-back from the housing construction industry. Interestingly enough in Bend, the housing construction industry has partnered on building a number of projects utilizing this funding. The

city, in turn, uses these funds to facilitate affordable housing. The city has used \$14,000,000 collected through this mechanism to leverage \$63 million of housing projects within Bend. The City of Bend has implemented a "cottage code" which allows for higher density for affordable housing. This increases the number of housing units from 22 per acre to 33 per acre. It also allows the houses to be built up to ten feet higher than what the regular code allows when being built for affordable housing. We toured a senior housing development that was done by private developers. Under the terms of the development agreement, this property is not on the tax rolls for the City of Bend. The city's affordable housing fund provided a \$275,000 loan to help facilitate some of the upfront costs with this project. The project utilized federal home funds and tax credits to reduce the overall costs for the units. People living in the senior housing must be below the 60% of median income.

We visited a workforce housing subdivision. This is an area in which the city acquired property and worked with a nonprofit organization to develop that property into single family owner occupied homes. The land value allowed first time buyers to meet the down payment requirements, since the property owners could get the property at zero cost. However, a lien was placed on the property if the property sold, and/or after twenty years when the city would receive payments for the land value over a scheduled period of time. This was timed so the mortgage payments of the house would be done. If the house is sold, the nonprofit organization and the homeowner divide any appreciation of value on the structure. This was done to allow the homeowners to gain assets as homeowners, but still recognize that under this type of development, the homeowners should not realize 100% of the value gain on the property. Typical cost of the homes in this workforce development neighborhood was \$190,000. The land value has gone from \$20,000 up to \$65,000 since this program was initiated with the rebound of housing in Bend. The Shady Pine subdivision was fully occupied with individually built homes through this process.

We also visited a development built by the Area Housing Commission. This project was built with funds from various federal funding sources, and was more of a traditional low income housing project. Unlike the former HUD type housing projects, there was a certain rental that was established and certain income requirements had to be met in order to rent one of these units. Individuals renting the units also had the option to secure Section 8 Housing certificate in order to receive supplemental payments for their rent.

The final development that we visited was a permanent housing facility for veterans. In a number of cases, homeless veterans have been provided a permanent place to live in this development, which was a revamped apartment complex consisting of three different buildings. The city is exploring ways to expand this housing, which has been deemed a success for the City of Bend to get people off the streets and into permanent housing.

All of these projects were well done and are meeting various needs in a housing economy that is very difficult for workers and retired seniors and individuals with minimal income to find housing.

- Futurist Ross Dawson talked about the exponential changes that are occurring in technology. A good example of this is smart phones, which were non-existent to the general population seven years ago. Today on a worldwide basis, smart phone holders would be the third most populace country in the world. Technology will continue to change the way we do business. Self-driving cars will become safer than manually operated vehicles. Instead of just processing information, machines will be able to incorporate thought processes. There will be a shift from using social media showing information to using social media to collect information. Employees will need to feel they are making a difference in their chosen jobs in order to stay with those jobs. In this new age, institutional trust is going to be a very critical component to meet these future needs to support the humanized workforce, value creativity and imagination, and focus on the social relationships that can create a good work environment. News media will continue to wither, while instantaneous news from multiple sources will be the expectation. The future of traditional news media is very uncertain. Social media will continue to evolve. For local government, issues such as crowd funding and other similar tools may support important neighborhood or local projects within communities. Social media will facilitate that type of activity in the future.
- Attended a session called “Latino Voices: Including Everyone”. This session focused on how to incorporate the Latino community into decision making processes. A number of communities have over 50% Latino population, yet they may have very little interaction with city government. Hood River Mayor, Bob Blackburn, speaks Spanish and began showing up to Latino events, and he found a very receptive crowd that was pleased that the city would participate in their events. He has established a Latino advisory council for the purpose of listening, education and community involvement. They established an interpretation service for times when Spanish speaking citizens wish to address the city council. Pauline Menchaka, Councilor of Estacada, indicated it is important to use professional interpreter when dealing with the Latino community regarding public policy. It is best to use someone that is truly bi-lingual, since governmental terms and policies are not something that can translate well with an inexperienced interpretation. They also translate written documents into Spanish to involve the Latino community, and enable them to understand what is going on within the community. In Latino culture, sharing a meal is a big tool to get engagement between city hall and the Latino community. She said a city should not be discouraged if the initial turnout is light. If attendees at that event feel there is meaning to what occurred, the next event will continue to build. City Manager David Clyne, of Independence, has established interpreting services at city hall. They have established an internship each year with a Latino/Spanish speaking graduate student to work on various programs to better involve the Latino

community in city government. This has created a couple of new events for the community, and has helped the Latino community feel more comfortable in dealing with city hall.

- Attended a session on “Planning for Resilience to Natural Disasters”. Derrick Tokos was one of the panel members for this discussion. Matt Crall of the Oregon Department of Environmental and Conservation Development, indicated that efforts have been made to inventory risks; with the next steps to include adopting policies for addressing land use issues within those risk areas, and working with local governments on implementation of policies to address these risk areas. Tsunami research has been the most advanced of the natural hazards by the State. The State is beginning to focus more on landslide areas, as well. While the department has been working with the State to increase resources to help local municipal governments, the State legislature substantially reduced the request for funding as part of the bi-annual budget.

Matt Marheine of the Oregon Office of Emergency Management, indicated that their role is the protection of life, property and environment. They are working on their program “Take Five to Survive” which encourages individuals to develop self-sustaining efforts, including a seventy-two hour kit to deal with immediate emergencies in that period of time. They are working with businesses to tie in efforts and supporting programs such as CERT to encourage neighborhoods to develop their own plans to address immediate situations following a natural disaster.

Derrick Tokos focused on the need to balance regulatory activities for geographic hazards with the impacts on property owners when developing local regulations.

- Attended a session on “Building Trust with your Community – Walking the Line between Transparency and the Law”. This was put on by Glenn Klein, City Attorney of Eugene, and Anne Marie Levis, Principal of Funk/Levis and Associates. There is always a conflict between the legal advice and public relations advice on dealing with issues that local governments face. When faced with a controversial issue, his top ten legal recommendations are as follows:
 - 1 – Don’t guess or speculate.
 - 2 – Don’t violate an employee’s right, if the controversy involves an employee situation
 - 3 – Don’t defame or violate any privacy issues.
 - 4 – Don’t jeopardize a possible prosecution in a criminal event by sharing any details with the media that could impact a successful prosecution.
 - 5 – Remember that disclosure of information could waive attorney/client privilege.
 - 6 – Disclosure can also waive the right to exclude written documents from public record requests.
 - 7 – Statements of contrition could be construed as admission of liability.
 - 8 – The individual interests of the local officials or staff should not trump the overall city’s interest.

9 – Think about the long term costs as it compares to the short term benefits of sharing information.

10 – Consider whether early public disclosure is worth the legal risk.

From a public relations standpoint when dealing with the media on a controversial issue, practice what you are going to say. The organization should communicate a unified, single message, as the issue of multiple messages will only create more controversy, and likely less clarity on an issue. With online media, review their stories and if there is any inaccuracies ask they correct them. This is something that is relatively easy to do with online media and for newspapers that have an online edition. Correcting it before it goes to print can save confusion on the issue. It is also important not to say “No Comment”. It is better to say “No Comment” in more words such as I cannot give you the details now, but when that information is available we will release it. Finally, when information is released make sure it is all factually based. Also avoid lingering release of information over a period of time. This ends up creating multiple controversial stories, instead of getting all the bad news out at one time when possible.

On Saturday morning, Angela and I headed to Seattle for the ICMA Conference so we could not participate in the closing session. It was a very good conference and I would encourage City Council members to participate in future LOC events!

- Attended the 101 Annual Conference of the International City/County Management Association in Seattle. It was a good educational experience and gave me an opportunity to catch up with some of my former colleagues from Michigan as well.
 - Attended a keynote presentation by Shawn Achor on the “Happiness Advantage”. Mr. Achor indicated that blind optimism is a problem, chronic pessimism is a problem, and rational optimism is the balance where public officials should be focusing. Many views are skewed because the focus is often on failure. For example, if a bridge collapses in Minnesota, the emphasis of the capability of building safe bridges is lost even though tens of thousands of bridges function safely. It is important to focus constructively on negative issues, but continue explaining things that are going in a positive direction within local government.

From an interpersonal standpoint, it is well known that negativity can spread throughout an organization. Mr. Achor contends that positivity can also spread throughout an organization. Ritz Carlton has a policy, that if any of its employees are within ten feet of person within their facility, they are to greet them by saying hi. This policy was adopted by hospitals in New Orleans following Hurricane Katrina, and it was well demonstrated that this simple task significantly boosted the general good feelings that patients and staff had working in that hospital situation. These simple steps can create a social script that is adopted by others, even those that may initially resist this type of social interaction.

Mr. Achor said it is his belief that stress management programs can actually lead to more stress in a lot of individuals. It has been demonstrated that high levels of stress have a quality which allows people to cope with multiple issues. There is a general philosophy that stress is something to try to avoid. This

treats stress as a threat, which is bad. It has been demonstrated that people actually get more stressed by trying to avoid stress. If stress is converted to a challenge then the positive qualities of dealing with stress can emerge. In our society, stress is inevitable, but how you deal with it is critical.

Every indicator says that performance is best if your motivation is positive. This can be bolstered through conducting acts of kindness to individuals; developing fun activities within the organization, and from an individual standpoint, taking a timeout to meditate and relax before facing the next challenge. Like any new habit, it is important to try to focus on creating this new habit over a 21 day period, in order to give it a chance to become second nature.

- Attended a session with Verna` Myers, who spoke about breaking down barriers of race, gender and sexual orientation in the workplaces. Diversity goes beyond just including folks in various processes. She commented that inclusion is critical. The new standard is that organizations should strive for is cultural competency, in which a diversified culture, and background of its employees are considered in the organization's overall mission. With every individual, world view is shaped by life experiences. People that grow up in big families or small families or first born or last born, all have a different bias towards how they interpret information. It is important for individuals to embrace their own biases. Everybody has biases, and ignoring that fact is a major problem in trying to understand someone else's situation. It was discovered in auditions for orchestras, when a blind audition was done without seeing names or the individuals performing, there was a five time increase in the number of women that successfully auditioned for the orchestra. Looking at names or individuals can impact an individual's judgement before they have actually had the ability to understand a person's individual talents. Ms. Myers' university has a test in which you can evaluate your own biases. This can be found at www.implicit.harvard.edu/implicit/demo. Finally, she commented that as individuals we need to be actively unbiased, not passively unbiased, in our interaction with others.
- Attended a session on "Smart Communities". This focused on various GIS platforms from work that goes across multiple departments. A GIS is much more than a mapping system, but a way to consolidate information used for policy development and other matters. Rancho Cucamonga, California, has developed a GIS dashboard that allows any employee to take a picture of a problem within the city, which automatically places that picture geographically within the GIS system, and will allow for an appropriate response. ESRI has developed what they call a story map, which allows GIS to be used to provide ongoing and meaningful information to citizens. Salem, Oregon, uses the story map for construction projects, which outlines where the funds are coming from for a project and the status of that project. This can be found at www.cityofsalem.net then go to Public Works Department and click on projects.

Story maps can also be used to create city tours that can be provided online for visitors to access if they wish to tour your city. ESRI can also be used for community analysis. Data can be collected for any geographical area (county, city

or areas within a city) providing a US census data for that specific polygon. ESRI has also developed a number of apps including Leak Logger, impacts from emergency responses, and an executive dashboard.

- I attended a session on “Effective Governing Through the use of Resident Opinion”. Effective governance can benefit greatly from a comprehensive resident opinion survey process. This improves transparency, engagement, performance and accountability. This can create more trust within the community. A survey can be broken into regional areas within the community to obtain better information on specific local concerns within that community. An effective community survey provides staff and City Council with significant support, and assists in the policy making decision. If a survey is completed, it is important to spend a considerable amount of time sharing the results with the community. It was advised to try and avoid doing a community survey if it is a local election year.

For the City Council, the survey can be an excellent tool to proceed strategic planning for the community; and a community survey can be an effective tool in budgeting, newsletters and other activities, such as determining future courses of action within that community. A community survey can also reduce the impact of a handful of gadflies within a community that may make staff and the elected officials have a different belief as to what the priorities of the community are. The National Research Council provides a surveying mechanism that ties into ICMA bench marking so a community can compare their results with other communities as well. I certainly believe as part of our visioning process that some sort of comprehensive community survey should be part of that effort.

- Attended a session put on by Andrew Salkin, who is the chief operating officer of the collaborative group “100 Resilient Cities”. This is a worldwide effort to understand the basics of urban resilience, and to develop best practices for communities to become more resilient places. A resilient place survives, thrives and innovates no matter what impacts that city. The stresses could be acute stresses such as earthquakes and other natural disasters, or chronic stresses such as aging infrastructure. Norfolk, Virginia, is one of the 100 cities that is included in this study. They are dealing with the combination of subsiding land conditions and rising sea levels. Norfolk is focusing on coastal resilience, economic resilience and neighborhood resilience in order to proactively address issues that could threaten the livelihood of this community.
- Attended a session on “The Emerging Trends of Public Works”. Linda Kiltz, Program Director at Walden University, indicated that global warming is creating rising sea levels, acidification of sea water and migration of various plant, animal and insect species, which is impacting environments across the world. A good example of this in the northwest is the spruce beetle that has been able to survive winters in areas where it would normally die off. This is causing a significant impact to spruce forests further north, than what has historically been the case. Documented storms have been more severe. With a much more urbanized population that have substandard infrastructures, flooding and other issues are

more significant. Finally, water in certain aquifers, affecting many states in the southern plains, is rapidly declining. It was indicated that it will take 500 years to replenish the depleted aquifers in some areas of the southern plains.

Howard Lazaras, Director of the Public Works Department in Austin, Texas, commented that DPW's always have a difficult time competing against Police and Fire for resources. Projects that are underground are quickly forgotten by the public, and often times are not a priority of the elected officials until they are major problems that result from failure of these systems. One concern that he mentioned is that often times, small projects can get lost within the bigger projects being completed by the Public Works Department. This can create a scenario where small, but important neighborhood projects, do not get done and that damages the trust of those neighborhoods about the ability of the city to do these projects. It is important to focus on both the big projects, but not to forget the neighborhood projects that can bolster trust and confidence in the Public Works Department.

Robert Agee, of Crofton, Maryland, stated that one of the key problems in Public Works is the general feeling that something will last another year and does not need to be done now. This mentality has created a crisis across the country. With aging utility structures being built during times of great expansion, and urban communities infrastructure now needing to be replaced; the funding has not been made available to replace that aging infrastructure, and to operate current infrastructure. He further indicated it is also appropriate to look for win-win situations. Annapolis has an old landfill that cost the city about \$300,000 a year in order to maintain. In partnering with various entities, the landfill was able to be used for a solar farm, a wood gasification system, and an impervious hard surface was developed as a new cap for the landfill that will be used as a staging area for another company. The city was able to convert this facility from an expense to the city to something that will generate income to the city over the years.

- I attended a session on "Reflections, Passions, and Mistakes of Long Term Municipal Managers". It was noted that city management was an innovation in local government over 100 years ago that typically replaced a "good ole boys" system that functioned on nepotism and cronyism with a professional and ethical model for local governance.

As city management continues to evolve, it is important to understand ways to communicate with a population that is now connected in many different ways. It was pointed out, that many of the recent revolutions in the world have been led by social media focusing on changing oppressive governments across the world. Social media is an important tool in order to capture the ideas and thoughts from individuals, as well as communicate how the community is trying to respond to various issues.

Another major trend is that in 70 years the number of individuals 65 and older will increase from 35 million, to almost 60 million in the United States. Also millennials are now the largest generation in the United States. It is important for

managers to focus on “emotional intelligence” to try and understand where people are coming from in order that government is best meeting the needs of its citizens. It is important to keep maintaining a certain level of humility and persistent patience in working through issues. Nothing happens quickly, but by being persistent, positive and focused, changes can occur to meet the desires of the citizens of the community.

Today citizens can do a ton of research before they actually present a problem to be resolved. This is similar in how people look up medical symptoms prior to going to their doctor. In organizations it is also important for the department heads to be, first a facilitator for the city, and second a leader of their departments. This keeps the proper focus of the role that each department plays within the city. Finally, it is critical for managers to be fully cognizant of the wishes and desires of the elected officials. It is important for managers to provide factual reports, and recommendations with appropriate alternatives. It is also critical that the managers execute the desires of the council, whether it is part of the primary recommendation of the council or not. Furthermore, it is critical not to allow staff to assume their job is to “protect the citizens”. The job of staff and the manager is to follow through with the wishes and desires of the council, after the council has been properly briefed on the issues.

- Attended a keynote session presented by Patrick Lencioni, who described leadership models that improve organizational health, teamwork, and client service. Four key factors in healthy organizations are as follows: (1) build a cohesive team on top; (2) create clarity of mission; (3) over communicate – repeat the same message again, and again and again until it becomes habit within the organization; and (4) balance the need for organizational structure with the benefits of encouraging creativity among the workforce.

It is important to understand the five functions that can destroy a healthy organization. First of all is trust. It is important that there is a high level of trust within all levels of an organization. This trust can be facilitated when individuals who do not know the answer or how best to proceed, seek help within the organization. This is from the top of the organization on down. A second function is conflict. More specifically the fear of conflict. It is important to have a culture that allows for frank discussions and disagreements to be discussed. When an organization does not agree openly within the organization, a stifling effect can occur. The next key destruction agent is a lack of commitment. Passive support can be dangerous. It is important to understand the various issues within the organization, but ultimately, the manager needs to be the agent to resolve conflicts. Decisions that are then made must gain active support for implementing those ideas. The next area is accountability. It is important that people remain accountable. It is also important for managers not to be a “wuss” and not address accountability issues within the organization. Arrogance, bad attitudes and other issues need to be addressed head on. The fifth area is results. Generally a good team will generate good results. It is important to pay attention to those results.

- Attended a session on “Mastering the Fundamentals of Citizen Engagement”. This session discussed the use of Facebook, Twitter, Instagrams, YouTube, and other technical tools to communicate with the public. While it is difficult for a small organization to embrace all forms of social media, it is important for a significant sector of a community that certain forms are utilized to communicate various community messages.

Bayside, Wisconsin started using YouTube as a way to inform citizens with short videos from how to bag yard waste to brief discussions on upcoming projects. Bayside also utilizes e-newsletters, which are done twice a week in a simple layout with the use of pictures and other items to communicate with the citizens of Bayside. The timing of release, of these type of documents, is important. They have found that more people open their newsletters if they are released at 6 PM on Tuesdays and early Friday morning. They do these release times to maximize the number of people who open the documents. It is important on e-newsletters to have somewhat provocative titles to encourage their citizens to open the documents. They did suggest if you are using edgy titles, to double check the online urban dictionary to make sure you are not conveying something that is not intended to be conveyed in that title. On the various social media, it is always a good opportunity to drive citizens back to the website if they want more detailed information. They have cleaned their website up to utilize a google based search bar, and have created a mega-index to assist their citizens in navigating their websites. It is important that the electronic communications will work on mobile apps, since a majority of people are accessing their information through those devices. Bayside uses Constant Contact as the software for their newsletter service. This allows for the newsletter to be formatted and sent out through a third party. They have also tried to provide State of the Village reports and budgets in brief to encourage people to understand a little more about city operations.

- Attended a session on “Open City Hall”. This is an electronic/social media format that allows the public to engage in a fair level of detail on policy issues. Another organization called Peak Democracy helps facilitate electronic involvement of citizens as well.
- Attended a session on “Transforming Organizational Culture”. This focused on the changing cultures, both interracially and ethnically that affects the makeup of organizations. It was suggested regular employee surveys are very important to keep the employees engaged within the organization, as well as to understand issues, concerns and ideas on how to strengthen an organization. This is something that we had discussed with our Employee Committee about renewing this effort.

The twenty-first century workforces take pride in creativity, communication, clarity of thinking, collaboration, technical literacy and cultural competency. These issues really are important when recruitment efforts go on for new employees within an organization. This is a different basis from how employees traditionally have been hired. Organizations need to include “data

scientists” within their organizations. These people take a look at data on an ongoing basis to determine various demographics and needs for a community. In nationwide surveys of governmental employees, traditionally employees have a high rating of job satisfaction, culture of an organization, wages and benefits. On the negative side they have a low rating with regards to performance evaluation processes, and decision making processes within the organization. It is important to monitor and evaluate employee job satisfaction, employee fit to their positions, wages and benefits, workgroup performance, communications and accountability, respect and ethics within the organization and employee supervision relationships.

- I attended a session regarding “New Tools to Lead Community Change, Including Engaging Community Institutions and Individuals”. This session provided some thoughts as we approach our community visioning efforts within the City of Newport. In Jackson County, Michigan, it was discovered that many groups were doing virtually the same sorts of efforts in separate committees and structures not making the most use of limited time. Jackson County brought together the various institutions of the county to begin a comprehensive visioning exercise. Everyone involved with the process, read the book [A Smart Community: How Local Leaders can use Strategic Thinking to Build a Brighter Future](#). Jackson County tried Mind-Mixer and Open Cities; however, those formats did not really provide much feedback in their process.

In Hutto, Texas, a rapidly expanding suburban community outside Dallas, efforts were encouraged to use Facebook, since the vast majority of individuals did not work within Hutto, and typically unavailable to participate in various events. Also heard from City Manager, Michael Brown and Chris Hardy, from the City of Hillsboro’s Planning Department, regarding Hillsboro’s long history with visioning. For Hillsboro, visioning has been a powerful platform for citizen involvement in institutional collaboration. The original 20-20 vision provided various action plans and then was updated every five years. They have recently updated their vision with Hillsboro 20-35. Citizen engagement was substantially increased from the 20-20 plan, and each step of the visioning process was celebrated within that community.

The exercise of taking a vision and creating an action plan for implementation was about a three year process. The visioning process included conducting an environmental scan, taking a look at strengths, weaknesses and other factors in connecting the community. Collection of community ideas was an important part of this effort. It was clearly indicated throughout the process that all ideas obviously could not get incorporated into the visioning process. It is important that participants understand their ideas are welcome; however, they need to be realistic to know that the actual items that end up as part of this overall process will be limited. A community prioritization process was implemented, and the vision and accompany action plan were completed.

Over 5,000 citizens were involved with this process. The city worked with various groups, boards and other groups of citizens in order to conduct various

round-table discussions throughout this engagement process. From a community prioritization standpoint, ballot boxes were placed at various locations: coffee shops, libraries and other gathering places. Hillsboro used an online forum, including Open Town Hall and Peak Democracy, but felt it did not replace the high quality face-to-face meetings that were part of this process. An online survey was part of their efforts and they used Facebook to steer people to other sites relating to the visioning process.

It was very important in the Hillsboro process to target youth involvement. They also said it is important to develop early successes and then celebrate those successes. The Hillsboro process was a community effort, not just a city effort. As part of the implementation process, community partner agreements were entered into with various entities agreeing to focus on specific components of moving towards the visioning process. The visioning process then was used to work on various aspects of the city's comprehensive plan to bring the comprehensive plan in alignment with the visioning process. As the vision and the strategic implementation were developed, each major community institution was asked to adopt the plan. This process can be found on www.hillsboro2035.org.

I certainly appreciated the opportunity to participate in the ICMA Annual Conference. This was a great time to drop most of my day-to-day responsibilities, and really start thinking about the next steps for the City of Newport. It is a great opportunity to recharge my creative batteries.

- Met with Tim Gross and Steve Rich to review our position on certain aspects of the Newport Employee Association's proposals as part of our contract negotiations.
- Met with Carla Perry on various aspects of visioning. Carla has been doing some additional research in this area, and provided some good information to help shape the next phase of our visioning process.

UPCOMING EVENTS:

- The Great Oregon ShakeOut Event will be held on October 15th.
- I will be out of the office on October 22 & 23 to attend the Oregon City/County Management Association Board Retreat. At the annual LOC meeting in Bend, I was elected to the State Board.
- The first meeting of the Planning Advisory Committee (PAC) will be October 28 from 5:30-7:00 P.M. This will be followed by a Public Open House from 7:00-8:00 P.M. at City Hall. Please note that we have several slots to fill on the PAC, and will work with the Mayor to have those remaining appointments completed by the October 19th Council meeting. This way those remaining appointments will be able to attend the first meeting of the PAC.

ATTACHMENTS:

- ❖ Attached is a report from Police Chief, Mark Miranda, on the past process used by the Police Department to deal with inappropriate locations for homeless camping.

- ❖ Attached is a list of cities that have prohibited various forms of recreational marijuana facilities.
- ❖ Attached is an article in “Oregon Live” that talks about Michigan’s Upper Peninsula. The story actually mentions my home town of Munising and Picture Rock National Lake Shore where I also served as City Manager; the city of Marquette where I served as Assistant City Manager, and Sault Ste. Marie where I served as City Manager. There were two other articles published in “Oregon Live” on the peninsula as well. It was good to read a little about the UP here on the West Coast!

I hope everyone has a good week.

Respectfully submitted.

A handwritten signature in blue ink, appearing to read "S. R. Nebel".

Spencer R. Nebel
City Manager
cc: Department Heads