



OFFICE OF THE CITY MANAGER
City of Newport, Oregon
169 S.W. Coast Hwy.
Newport, OR 97365
541-574-0603
s.nebel@newportoregon.gov

MEMO

DATE: December 15, 2020

TO: Mayor and City Council

FROM: Spencer Nebel, City Manager

SUBJECT: Status Report for the Two-Week Period Ending Friday, December 11, 2020

As we approach the end of 2020, it is an opportunity to reflect on this very unusual, difficult, and challenging year. With 16 million confirmed COVID-19 infections, and over 300,000 deaths in the U.S., COVID-19 has been a game-changer in many ways. Throughout the holiday season, continue to be safe, and practice social distancing, frequent hand-washing and mask wearing. The vaccine is now being rolled out, and in 2021, it is projected that millions will be vaccinated over the first half of the year bringing COVID-19 under control. Better times are coming!

Highlights of activities over the last two weeks include the following:

- Held a bi-monthly meeting with Peggy to review various issues that we are working on in the City Manager's Office.
- Mike M., Steve, and I met several times to finalize the report for the Finance Work Group meeting which was held Tuesday, December 15. The draft working plan that has been put together outlines three alternatives that the Finance Work Group may wish to incorporate into the City's long-term financial plan. Over the past two weeks, most of my disposable time has been spent compiling details of this plan to address the City's structural deficit over the next five years.
- Derrick, Peggy, and I met to compile a project for review by the Council of a car camping plan for the Hurbert Street parking lot. This was reviewed and approved by Council on December 7. We are working to get that plan implemented.
- Met with Clare Paul and Mike Murzynsky regarding the storm water appeals for Southshore and Lou Limbrunner's property at 109 NE 54th Street. The reports were finalized and presented to Council at the continuation of the hearings at the December 7 meeting. City Attorney, David Allen, will prepare orders for Council's consideration on January 4 to conclude this effort. We are getting communications out to both appellants informing them that the final order will be considered by Council on January 4. The adjustment to the bill for Southshore will occur after the final order is approved by Council.
- Barb James, David Allen, and I participated in the review of two firms that provide investigation assistance, when necessary, with employee disciplinary matters.

- Participated in a bi-monthly meeting with Barb James to discuss various HR issues.
- Councilor Hall, Jason Malloy, David Allen, and I met to review the Police Advisory Committee resolution that was modified, presented to Council, and adopted at the December 7 meeting. I appreciate the effort that Chief Malloy and Councilor Hall put into developing a model that will be a good fit for the City.
- Jason Malloy, Kit O'Carra, Peggy Hawker, and I met to review recent legal developments for government entities and public officials using social media. We have utilized standard language on our public Facebook sites that indicate that we can remove posts with inappropriate language, racial slurs, and threats against individuals. There has been litigation across the county which severely limits governmental websites from removing any posts. In essence, the only posts that can be removed is someone threatening physical harm to another person. Under these rulings which relate to First Amendment Rights, a government website should not remove or hide any comments where social media is being used for an exchange of information. Courts have ruled that this is a public bulletin board where censorship cannot be used except in very limited cases. It should also be noted that elected officials who post any information in their capacity as an elected official, even on a personal website, are held to the same standards as a governmental website. If elected officials are posting issues relating to the City of Newport, those comments are public record, and are subject to the same rules of not restricting comments received on those websites. We will be preparing an update for Council on these issues. As an alternative, local government social media sites can be government speech sites which the government can post items, and not allow any comments to come into those sites. While this would eliminate any issues with inappropriate comments being made on a City website, it does defeat the primary purpose of social media as a two-way communication device.

In addition, we are going to proceed with social media archiving since all postings are public records subject to retention requirements. For elected officials, these retention requirements apply to any communications related to your role as a City elected official on personal sites, as well.

Finally, we discussed the Facebook requirements. Each City Facebook site needs to be connected to a real person in accordance with the Facebook rules. Facebook has been taking down sites that are not connected to an individual person. We are going to need to do some cleanup, since a number of our sites are registered to names such as "Kit- Police" and other types of names. I appreciate the information that Kit compiled to keep us on the straight and narrow in the use of the important tools of social media.

- Held an Emergency Coordination Center meeting. We continue to address the changing dynamics of the COVID-19 pandemic as it relates to City operations. We reopened the Recreation and Aquatic Centers in response to the Governor's new framework for COVID-19. Unfortunately, the county health department has indicated that Lincoln County will, in all likelihood, be reclassified under the Governor's framework from high risk of COVID-19 to extreme risk of COVID-19 on December 18. Under extreme risk, our Recreation and Aquatic Centers will need to shut down again. We are also considering shutting down City Hall, allowing for

two afternoon time slots for folks to come in and pay bills, with all other business being by appointment only. We will be finalizing this plan on Monday.

- Held a meeting with department heads to review the budget development process for the 2021-2022 Fiscal Year. The budget process is underway.
- Participated in a Zoom meeting with Becky Morinishi, a graduate student at Portland State University, regarding a research project she is doing on the City of Newport. Becky indicated that she would provide a copy of her report to me once it is completed. Becky is an MPA student at PSU and grew up in Newport.
- Barb James, Mike Cavanaugh, and I met regarding the reopening of the Recreation and Aquatic Centers. While we knew that this would be a limited duration reopening, I felt it was important to reopen these facilities based on the Governor's guidelines. The guidelines allowed recreation centers to operate under certain limitations, which we were able to meet. It appears now that we will be looking at a closure on Friday, December 18, as being utilized by the Governor, based on the projection that Lincoln County will be classified as an extreme risk county under the COVID-19 framework
- Participated in a Library Board Advisory Committee meeting. This meeting included Darci Hanning, Public Library Consultant for the State Library of Oregon, who is facilitating the development of a three-year strategic plan for the Library. This process is just kicking off and is expected to be completed in late spring. I appreciate the efforts of Laura Kimberly and the Library Board to engage in this operation.
- Prepared agenda items for the December 7 City Council meeting.
- Attended the LOC Board Executive session, and the LOC Board of Director's meeting on Friday, December 4. I was asked to fill the unique position of being an LOC Board member, for one meeting, to fill the vacancy created by the resignation of one of the three local government-appointed members. (I do not think, however, that I get a plaque for my service on the Board for my one meeting!) The LOC Executive session was for the evaluation of the Executive Director, Mike Cully. This was followed by the regular business meeting.

I think it is important to note the role that the City of Newport plays with the LOC. Mayor Sawyer serves as a member of the Board of Directors, and Councilor Hall also participates in the regular Board meetings to discuss their adoption of the LOC Equity Lens framework. CM has been actively involved with this subcommittee as a member. I have attached a copy of the report of the LOC Equity Lens framework for your review. We have had initial discussions on this issue as a City, and we need to evaluate how to apply some of these principals to the City of Newport. On a related matter, I have been working with Councilor Hall and Nancy Steinberg on an Equity and Inclusion Statement for consideration by Council. I think this may be a great way to kick off the new term for Council who will be officially seated for the 2021 and 2022 calendar years

- Held a routine Department Head meeting.
- Derrick Tokos, David Allen, and I met with Attorney Paul Sundmeier to discuss the status of the acquisition of a drainage easement on property south of 40th Street in South Beach. This was in preparation for discussion with Council at the executive session.
- Participated in a City Council Executive Session to discuss land acquisition, and for purposes of conducting evaluations of public officials.

- Participated in an Urban Renewal Agency meeting to discuss the process for identifying final projects to be completed in the Urban Renewal District prior to the 2025 project deadline, and the 2027 deadline for collecting the tax increments to pay for those projects.
- Participated in the December 7 regular City Council meeting.
- Held a bi-monthly meeting with Jason Malloy.
- Mike Murzynsky, Clare Paul, David Allen, Richelle Burns from the Finance Department, Dann Walker from Public Works, and I met to discuss addressing the overbilling of water for Pacific Seafood. The overbilling dates back about five years when a meter was changed out. The meter was inadvertently read as a three-inch meter instead of a three-quarter inch meter, which generated bills ten times the amount of water used. This meeting was in preparation for a meeting with Pacific Seafood to discuss resolution of this issue.
- Participated in a phone check-in with the other two co-chairs of the OCCMA Host Committee responsible for coordinating issues for the Portland International City County Management Association meeting scheduled for October 2-6, 2021. As a state host committee, we are prepared to host this conference. ICMA will likely not make the call as to whether this conference will be in person until early in 2021. As a result, at this time, we are still planning this as an in-person conference.
- Barb James, Peggy Hawker, and I met to discuss conducting a virtual employee recognition for 2020, since we are not going to do a traditional in-person recognition dinner. We are looking to include a number of elements that could be done virtually, including prizes for attendees, and recognition to those employees reaching various anniversaries for their service to the City. We are looking at doing this in January, and certainly would like the participation of Council in this endeavor. While it will certainly not be the same as the in-person event, it will give us a chance to thank and appreciate the services that our employees give to the City of Newport, particularly during such a challenging and stressful year as 2020.
- Chris Janigo, Clare Paul, Mike Murzynsky, Steve Baugher, Linda Wertman, and I met to close out a number of capital outlay projects. These are projects that have been completed, but are still on the books. In most cases, funds will be returned to the accounts that provided the initial funding for the projects. Several projects have negative balances that will be addressed through a final budget amendment for those projects in January. Getting these projects off the books will help clean up the budget process for the next fiscal year.
- Rob Murphy, Bob Harvey, Mike Murzynsky, Steve Baugher, and I met to discuss various items for the Finance Work Group. We also updated Rob and Bob on the department meeting held regarding the Finance Work Group, since Rob was not able to attend due to illness. This information has been conveyed to the Finance Work Group for their meeting on Tuesday, December 15.
- Clare Paul, Chris Janigo, and I met to review the status of the Dig Deep Research and HDR contracts. The big projects remain related to the Big Creek Dam, however, there are other projects included in these contracts, including the work at the water plant with HDR, and other items with Dig Deep Research.
- Participated in a conference call with Pacific Seafood, General Counsel, Tony Dal Ponte, Associate General Counsel, Elizabeth K. Bingold, David Allen, Mike Murzynsky, and Clare Paul to discuss resolution of the water overcharges at Pacific Seafood. As part of this meeting, we have acknowledged that the meter in question had been read incorrectly since its installation about five years ago.

Pacific Seafood has compiled information on their water discharges that will help correlate the water used for processing versus domestic use. Furthermore, we will do an inspection of the facility to gain a better understanding of the three-metered accounts that are in place located at the bottom of Hatfield on Bay Boulevard. Pacific Seafood has indicated that they are willing to work with us for an amicable resolution to the billing issue.

- Mike Murzynsky, Richard Dutton, Clare Paul, and I met regarding implantation of the next steps for our radio--read water meters. The water meter system installed over the past few years provides data throughout the course of the day on water usage for each metered account. The system has the ability to allow citizens to request notifications, if water use exceeds thresholds which are selected individually by the residents. This was part of the federal grant received by the City for implementation of this system. The web-based Water Smart system will provide the interface for customers to monitor their water usage.
- At Monday's meeting the City Council authorized us to move forward with Invoice Cloud that will automate our billing and payment system for water customers in the City. Invoice Cloud will interface with Water Smart and Caselle to provide this additional service to our water customers. Once this system is available and set up, customers will be able to have more options on how to pay their bills, and will have the option to eliminate the paper bill currently mailed to them. Furthermore, customers who sign up for the service could be notified via text or email if their water usage exceeds the thresholds they establish for their household. This would come into play if an outdoor spigot was left on and the water exceeded the threshold. They would then receive a notification. We are hopeful of having these systems in place by the end of this fiscal year. This will help move both the billing process and water conservation efforts for the City in a positive, proactive way.
- Participated in a meeting with David Allen and Rob Murphy regarding our next negotiations session with the IAFF. The president of the union has requested that our December 14 meeting be rescheduled since they have not been able to prepare information they would like to present at this meeting. This meeting will be rescheduled into January.
- Participated in the OCCMA 2021 Conference Planning Committee virtual meeting for the Portland ICMA Conference scheduled for October, 2021. I gave a presentation to the Planning Committee of efforts taken place to-date by OCCMA to host this conference. The balance of this meeting focused on selecting content for the educational sessions that will be presented as part of the conference, whether in-person or virtually.
- Clare Paul, Andrew Grant, Stephanie Kerns, David Allen, and I met to review the possibility of developing an administrative order for Rogue's continued efforts to meet discharge limits for wastewater from their brewery. While significant progress has been made, there are still regular violations of the limitations under our wastewater discharge permit, which was issued to Rogue. We will be meeting with Rogue next week to further discuss the next steps in dealing with these issues.
- Met with Wade Carey from PUD, Clare Paul, and Mike Murzynsky regarding street light overbillings by the PUD. As part of our negotiations of a new franchise initiated two years ago with the PUD, we had requested a street light inventory to determine what lights the City was being billed for. PUD admitted that their records were sketchy on the street lights billed to the City. They conducted a system-wide inventory of all street lights and presented that information to us during this

meeting. PUD has been overbilling the City for street lights for a period of years. Their policy which provides for adjustments goes back five years. In addition, the PUD was reviewing customers who have been charged the City's franchise fee within the Newport area. They have had a number of customers who were charged the fee that are outside the city limits, and others who have not been charged who are within city limits. They are working to correct this issue. In addition, I indicated to Wade that I contacted Randy Grove regarding a follow-up meeting of the Dark Skies Initiative. It may be possible to tie the correction in billings to a commitment from the PUD to proceed with a dark sky initiative program starting with street lights. Wade indicated that he would be in contact with the general manager to get this meeting set up.

- Held bi-monthly meetings with Mike Murzynsky, Peggy Hawker, and Richard Dutton.
- Clare Paul, Chris Janigo, David Allen, and I met with Verena Winter from HDR to deal with the potential forest land acquisition necessary for the new access road to be built for Big Creek Dam. This primarily involves commercial forest lands. A number of these parcels are within the Big Creek watershed, and it may be appropriate for the City to consider acquiring these entire parcels, instead of a right-of-way through these areas. This would help meet the City goal for getting the process of ownership of the water shed for the reservoir. There are two private homes that will be impacted by the dam project, as well. The public works director and I have met with the two individuals involved, and indicated that part of the project would address access to their homes, as well. In addition, portions of their property would be inundated as part of the reservoir created by the new dam. This would require the City obtain ownership of portions of their property impacted by the larger impoundment of water for the new reservoir. We will need to sort out these issues to determine how we want to proceed with the road design.
- Lance Vanderbeck, David Allen, and I met to discuss an agreement for commercial real estate services to help market land at the municipal airport located outside the airport fence. This includes property along Highway 101, and along the access driveway to the airport. There are a number of steps we need to address to make this a good, viable relationship. The agreement would be authorized by the City Council.
- Lance Vanderbeck, Peggy Hawker, Mike Murzynsky, David Allen, and I met to review a number of issues to clean up the leasing process for the airport. As I have indicated previously, in reviewing City code provisions, leases at the airport are to be approved by the City Council. This has not been the practice for many years. In reviewing the leases, there are a number of cleanups that need to be done, as well as, value adjustments based on cost-of-living increases incorporated into the leases. Finally, we need to clean up the processes, and the roles that the Airport Director, City Recorder, City Attorney and the Finance Department play, regarding lease initiation, review and approval, and then the billing component. I think we have a path forward to clean up the administration of this effort.
- Met with Barb James to deal with a number of personnel issues, and finalize the scope of work with the consultant assisting with investigations related to work place disciplinary issues.

Upcoming Events:

- The drop-in online open house for the Transportation System Plan update runs until December 20. Take some time to visit this site and provide your input to develop the transportation plan. Also, please pass this information along to others. A link is provided to this site for your use, and to and pass along for input to be used for planning purposes. The link is: <https://sites.jla.us.com/newport-tsp>
- I will be on vacation the week of Christmas (December 21-24) I will be in town during this time. Peggy Hawker will be serving as Acting City Manager while I am gone.
- City Hall will be closed half-day on December 24 and all day on December 25 in observation of the Christmas holiday.
- City Hall will be closed on Friday, January 1, in observation of the New Years holiday.
- The organizational meeting for the City Council will take place on Monday, January 4 at 5 PM. This will be followed at 6 PM by the first regular meeting of the new Council. (which looks amazingly like the old Council!)
- The goal setting session will take place February 8 from 9 AM to 3 PM.
- The Preliminary Budget meeting is scheduled for March 2 at 6 PM.
- The first Budget Committee meeting is April 27 at 5 PM.
- The second Budget Committee meeting is set for May 18 at 5 PM.
- The third Budget Committee meeting is May 25 at 6 PM.

Attachments:

- Attached is a letter providing notice of the transfer of parent companies for Astound Broadband, LLC (Wave) for your review.
- Attached is a letter from Portland State University with the City official population estimates.
- Attached is a letter from Newport Loyalty Days and Seafair Festival indicating that the 2021 festival will not be held. They are looking forward to a much-needed celebration in May of 2022.
- Attached is the Chamber's survey report of occupancy of hotel facilities.
- Attached is the report provided by the Finance Department on the collection of room tax. While March through August was down, September and October were strong months.
- Attached is the LOC Equity Lens report that was approved by the LOC Board of Directors at their December 4 Board meeting.

Respectfully submitted,



Spencer R. Nebel, City Manager

cc: Department Heads



Michael R. Dover

Kelley Drye & Warren LLP
333 West Wacker Drive
Suite 2600
Chicago, IL 60606

Tel: 312-857-7087

Fax: 312-857-7095

November 30, 2020

By FedEx

City of Newport
City of Newport
169 SW Coast Highway
Newport, OR 97365

Re: Notice of Transfer of Control of a Parent Company of Astound Broadband, LLC

To City of Newport:

As you may have heard, equity ownership in a parent company of Astound Broadband, LLC will be transferred to a different private equity firm from the one that now controls it. **This transaction will not change the operations of Astound Broadband, LLC, nor will it change Astound Broadband, LLC's obligations to comply with its franchise agreement. It is, however, expected to make additional resources available to Newport with which it can enhance its network and improve its services in City of Newport.**

Specifically, funds associated with Stonepeak Infrastructure Partners ("Stonepeak"), a private equity firm, entered into an agreement to acquire Radiate Holdings, L.P. ("Radiate"), a subsidiary of the TPG Capital group. Radiate operates leading regional providers, including Astound Broadband, LLC ("the Company"), originally issued to CoastCom, Inc.. The Company currently holds a franchise to offer service in your community. Stonepeak and Radiate believe that the transaction offers prospects for the continued enhancements of the system and services available to cable customers in City of Newport. When the transaction under the agreement is consummated, the indirect control of your community's franchisee will have changed. However, your community's franchise will continue to be held by the same legal entity that holds your franchise today, it will continue to provide service pursuant to that franchise, and the same company that manages the system today will continue to do so. However, it will operate under the ultimate ownership and indirect control of Stonepeak.

Again, as part of this transaction, Stonepeak has no current plans to change the local operations or structure of the operations or the services offered. Upon completion, Stonepeak will combine its resources and expertise with Astound Broadband, LLC's knowledge of the local cable marketplace to build upon the successes of Astound Broadband, LLC and further enhance the customer experience in your community. Stonepeak and Patriot Media Consulting LLC will partner to investigate opportunities

Copy: SN, DA

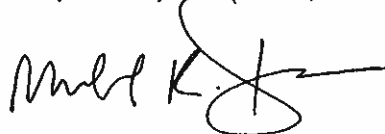
City of Newport
November 30, 2020

to invest in the network and in technology, enabling the Company to expand and grow its infrastructure, enhance its high-speed data services, and otherwise improve its offerings.

You do not need to take any action in response to this letter. Stonepeak has filed an application with the Federal Communications Commission ("FCC") for approval of the transfer of control of various licenses held by the Radiate group of companies, and the FCC is currently reviewing the transaction. Enclosed is a copy of the Public Interest Statement that was attached to our filing with the FCC. The parties intend to close the transaction upon regulatory approvals. If you have any questions or inquiries regarding this matter, please contact David von Moritz, Corporate Counsel, at 425-896-1868 or dvonmoritz@wavebroadband.com, or contact the undersigned.

We look forward to continue working with you.

Respectfully submitted,



Michael R. Dover
Kelley Drye & Warren LLP
(773) 272-2382
MDover@kelleydrye.com
Counsel to Radiate Holdings, L.P.

Michael Nilsson
Harris, Wiltshire & Grannis LLP
(202) 730-1301
MNilsson@hwglaw.com
Counsel to Stonepeak Infrastructure
Partners

Enclosures

Public Interest Statement Made The Federal Communications Commission¹

The Proposed Transaction Will Serve the Public Interest

Stonepeak's goal in the Proposed Transaction is simple: to make more resources available to an already excellent group of cable, broadband, and telephone providers. Stonepeak believes that it can create value by investing incremental capital after closing of the Proposed Transaction and has a history of partnering with leading management teams to provide a financial partner with available growth capital to scale their platforms. A majority of Stonepeak's investments have substantial follow-on growth capital commitments. For example, since its acquisition by Stonepeak in 2015, ExteNet has expanded its indoor and outdoor "neutral host" distributed network ("DNS") systems to help meet the intense demand for improved mobile and wireless broadband coverage and capacity in key strategic markets across the United States, and is the largest independent DNS provider in the United States.

Stonepeak has chosen this investment among other ones potentially available to it, in part, because of the excellent management and operations teams leading the Authority Holders. Stonepeak currently intends to retain the current management team and does not currently intend to materially change the operations of the Authority Holders—other than to devote additional resources to help the Authority Holders invest in their networks and services.

"[T]he Commission has long recognized the clear public interest benefits in a license or authorization holder being able to assign or transfer control of its license or authorization freely."²

¹ Please note that the discussion of the federal standard of review for the Federal Communications Commission ("Commission") has been removed from re-statement but may be provided upon request.

² *Applications of T-Mobile US, Inc., & Sprint Corp., for Consent to Transfer Control of Licenses & Authorizations*, 34 FCC Rcd. 10578, ¶ 41 (2019).

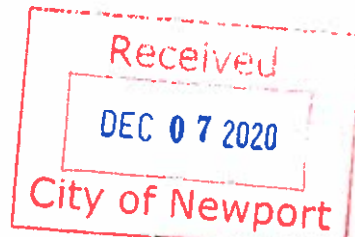
The Proposed Transaction will have no adverse impact on the customers or operations of the Authority Holders. Upon consummation of the Proposed Transaction, the Authority Holders intend to continue to provide service at the same rates, terms, and conditions as contained in existing customer contracts. It is contemplated that existing customers will continue to be served by the Authority Holders under their existing authorizations, as well as under existing tariffs and contracts. The Proposed Transaction is not anticipated to result in service disruption, contract termination, or customer confusion. And, as discussed above, it is contemplated that the Authority Holders will continue to operate under the direction of their current experienced and knowledgeable management team. It is anticipated that the only material change resulting from the Proposed Transaction will be that the Authority Holders will be controlled by Transferee rather than TPG Advisors. Transferee and the Stonepeak funds and managed vehicles acquiring the passive equity interests in Radiate Holdings are well-qualified to become the new controller and owners, respectively, of the Authority Holders, which, following consummation of the Proposed Transaction, will enjoy access to the resources and management expertise of Transferee and its affiliates and the Stonepeak funds and managed vehicles.

The Proposed Transaction will create no new combinations that will adversely affect competition in any domestic or U.S. international market. None of Transferee's owners control, or are affiliated with, any dominant domestic or international telecommunications providers in the United States.

College of Urban and Public Affairs
Population Research Center

Post Office Box 751
Portland, Oregon 97207-0751
780 Urban Center
506 SW Mill Street

503-725-3922 tel: message only
503-725-5199 fax
askprc@pdx.edu
www.pdx.edu/prc



Dear city official,

Enclosed is the 2020 preliminary population estimates. Please discard the notice that you received last week because it had the 2019 preliminary population estimate Instead of the 2019 certified population estimates.

Sincerely,
Huda Alkitkat, Ph.D.
Population Estimates Program Manager
Email: popest@pdx.edu

College of Urban and Public Affairs
Population Research Center

Post Office Box 751
Portland, Oregon 97207-0751
780 Urban Center
506 SW Mill Street

503-725-3922 tel: message only
503-725-5199 fax
askprc@pdx.edu
www.pdx.edu/prc



November 23, 2020

Newport
169 SW Coast Highway
Newport, OR 97365

**- Important Notice -
Preliminary 2020 Population Estimate**

Listed below is the preliminary population estimate for July 1, 2020. Also included are the certified 2019 estimate and 2010 Census figure. The July 1, 2020 estimate will be certified following the review period on December 15, 2020.

PRELIMINARY POPULATION ESTIMATE:

JULY 1, 2020: 10,400

CERTIFIED POPULATION ESTIMATE:

JULY 1, 2019: 10,285

CERTIFIED CENSUS FIGURE:

APRIL 1, 2010: 9,989

RECEIVED

NOV 30 2020

CITY OF NEWPORT

The 2020 certified population estimates will be posted to our web site by the close of business December 15, 2020 at the following page URL:

<https://www.pdx.edu/population-research/population-estimates>

If you have any questions or comments about the preliminary population estimate, please contact:

Sincerely,
Huda Alkitkat, Ph.D.
Population Estimates Program Manager
Email: popest@pdx.edu



NEWPORT LOYALTY DAY and SEA FAIR FESTIVAL ASSOCIATION, INC.

P.O. Box 1531

Newport, Oregon 97365

Newport Community

Nov. 28, 2020

The pandemic caused the City of Newport's celebration of Loyalty Days and Sea Fair Festival to come to an abrupt halt in May of 2020. We were forced to cancel the parade, coronation of the queen, carnival and our celebration shared with the Fishermen's Wives. We are especially proud of our four Princesses who participated through the stressful onset of Covid 19. They were committed to make their requirements of community services and speeches happen to the best of their ability. Bereit Blank-Plautz, Leela Kreis-Stokes, Tamera Uribe and Audrey Vanderhoff have all been awarded their scholarships in 2020 and are now attending their college of their choice.

Our Loyalty Days and Sea Fair Festival committee have met to make a hard decision for the celebration next May 2021. We start preparing for the festival in October in order to make sure everything is coordinated. With the Covid 19 still active and no assurance when it will be contained, we have decided the Loyalty Days and Sea Fair Festival will have to be cancelled again in May 2021.

We are looking forward to start making preparations next October to bring back Newport's much needed celebration the first weekend of May 2022.

The Newport Loyalty Days and Sea Fair Festival Committee wish to thank the friends, neighbors and businesses who have been so supportive. We know that the local businesses who have supported us are struggling. We would ask the Newport Community to support our local businesses who have supported our association over the years.

We appreciate your continual support.

Ann Baker

Ashley Garber

Cheri Franklin

Jeff Miller
Julie Baker

Leah Carpenter

Elizabeth A. Jorden

Accumulative % for all participating hotel properties

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
2009	32.30%	40.30%	48.44%	46.77%	48.73%	63.33%	79.57%	84.49%
2010	33.96%	48.04%	52.27%	46.78%	47.69%	63.81%	79.40%	81.29%
2011	34.59%	45.42%	45.41%	44.69%	46.90%	61.59%	75.21%	81.21%
2012	35.48%	48.28%	51.18%	51.06%	51.68%	65.36%	77.44%	82.21%
2013	32.88%	45.61%	48.27%	47.27%	49.75%	61.44%	76.48%	85.74%
2014	42.66%	40.92%	58.25%	51.63%	62.48%	64.90%	82.91%	86.94%
2015	52.57%	53.76%	65.91%	57.20%	61.20%	70.81%	85.22%	86.60%
2016	44.18%	53.16%	64.36%	60.48%	59.21%	69.05%	83.55%	84.24%
2017	29.85%	54.20%	64.10%	56.13%	55.98%	62.89%	89.05%	91.35%
2018	38.67%	60.03%	52.90%	63.71%	61.68%	81.12%	90.38%	47.22%
2019	38.11%	44.01%	59.36%	51.54%	65.35%	63.81%	77.80%	92.85%
2020	40.25%	49.63%	27.49%	5.62%	26.66%	60.76%	95.35%	86.05%

Accumulative % for (5) participating hotel properties with 50 rooms or more

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
2009	33.10%	40.84%	49.50%	47.82%	49.20%	64.05%	81.52%	86.57%
2010	35.52%	49.50%	53.20%	47.86%	48.23%	64.03%	81.08%	82.72%
2011	35.17%	45.97%	46.00%	45.66%	46.93%	63.17%	76.87%	82.93%
2012	37.85%	50.49%	53.25%	53.06%	53.48%	67.96%	79.80%	83.74%
2013	34.56%	47.24%	49.00%	47.59%	48.85%	59.29%	75.16%	85.24%
2014	43.09%	41.00%	58.24%	52.12%	63.29%	65.46%	83.69%	86.88%
2015	54.25%	54.62%	67.25%	58.52%	61.44%	70.60%	84.09%	85.55%
2016	45.41%	54.43%	65.59%	60.41%	59.59%	68.77%	82.68%	84.00%
2017	29.73%	55.19%	65.40%	56.08%	55.67%	61.64%	88.65%	91.37%
2018	37.86%	61.09%	55.53%	67.22%	62.95%	78.15%	89.70%	94.44%
2019	36.20%	44.18%	59.06%	51.27%	58.26%	63.13%	84.27%	86.40%
2020	42.30%	52.29%	29.15%	6.65%	28.00%	55.77%	93.00%	91.25%

Accumulative % for (4) participating hotel properties with 30 rooms or less

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
2009	26.40%	36.33%	40.60%	38.74%	45.19%	57.83%	65.10%	69.02%
2010	22.40%	37.20%	45.36%	38.51%	43.68%	62.17%	66.92%	70.67%
2011	30.28%	41.34%	41.06%	37.22%	46.69%	50.79%	64.18%	69.77%
2012	19.71%	33.51%	37.34%	37.37%	39.73%	47.56%	61.75%	72.01%
2013	21.69%	34.71%	43.38%	45.12%	55.79%	76.13%	85.24%	89.08%
2014	39.84%	40.37%	58.31%	48.33%	57.10%	61.07%	77.75%	87.29%
2015	41.38%	47.88%	56.99%	48.18%	59.57%	72.23%	92.72%	93.55%
2016	36.01%	44.70%	56.17%	61.01%	56.63%	70.91%	89.30%	85.86%
2017	30.66%	47.64%	55.60%	56.49%	58.03%	71.37%	91.70%	91.28%
2018	44.08%	54.78%	61.99%	60.20%	54.70%	84.89%	94.90%	53.38%
2019	48.81%	43.63%	61.37%	53.39%	83.24%	83.46%	96.88%	99.30%
2020	29.17%	35.07%	18.84%	0.00%	24.00%	81.00%	97.70%	80.85%

Accumulative % for (3) participating campgrounds/RV parks

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
2009	11.47%	16.87%	26.67%	27.38%	45.33%	68.47%	103.03%	104.72%
2010	10.80%	18.76%	30.52%	31.60%	33.57%	56.06%	85.41%	85.54%
2011	9.02%	13.32%	20.05%	22.56%	31.83%	53.15%	78.10%	81.60%
2012	7.37%	17.80%	18.95%	22.53%	40.52%	62.26%	93.92%	94.73%
2013	9.18%	18.36%	26.19%	24.61%	42.02%	29.82%	94.74%	97.58%
2014	17.19%	20.19%	32.75%	31.25%	43.21%	70.85%	99.24%	101.87%
2015	14.54%	35.51%	42.83%	39.82%	78.73%	79.79%	101.85%	99.20%
2016	17.30%	33.48%	37.51%	45.53%	56.31%	84.64%	101.47%	99.96%
2017	28.15%	30.74%	63.60%	68.71%	52.14%	99.32%	113.91%	125.46%
2018	62.75%	44.90%	60.91%	58.90%	51.87%	85.44%	98.49%	89.55%
2019	42.56%	37.24%	21.86%	63.35%	82.74%	90.17%	110.81%	40.62%
2020	20.95%	40.12%	28.59%	7.88%	42.00%	46.76%	93.70%	80.65%

*This report is a general report of occupancy trends. Slight variances can occur due to rooms or spaces
These fluctuation, however, are generally brief and have a minimal temporary impact on estimates.

Sep	Oct	Nov	Dec	Avg
71.57%	60.10%	33.43%	26.93%	53.00%
68.60%	56.31%	31.29%	34.21%	53.64%
72.79%	61.13%	36.55%	45.48%	54.25%
69.65%	52.67%	37.54%	36.92%	54.95%
77.61%	62.02%	54.30%	35.98%	56.45%
76.59%	66.01%	47.45%	44.77%	60.46%
76.83%	65.08%	45.01%	36.90%	63.09%
76.77%	59.43%	45.32%	36.78%	61.38%
86.69%	63.55%	34.56%	40.36%	60.73%
85.84%	65.58%	52.32%	39.69%	61.60%
79.83%	66.70%	46.80%	36.21%	60.20%
85.90%	81.25%			

Sep	Oct	Nov	Dec	Avg
72.54%	61.53%	34.22%	27.31%	54.02%
68.79%	56.83%	31.77%	34.78%	54.53%
72.89%	61.84%	37.38%	48.57%	55.28%
70.33%	52.67%	38.83%	38.73%	56.68%
77.16%	62.17%	55.94%	36.61%	56.57%
76.99%	66.43%	48.50%	46.66%	61.03%
75.97%	65.58%	49.68%	37.40%	63.74%
76.31%	59.32%	45.42%	39.94%	61.82%
87.04%	63.64%	32.97%	39.64%	60.59%
82.63%	65.02%	48.21%	38.24%	65.09%
85.20%	48.60%	49.80%	37.40%	58.65%
74.50%	64.80%			

Sep	Oct	Nov	Dec	Avg
64.12%	49.52%	27.36%	24.15%	45.36%
67.18%	52.44%	27.65%	29.95%	47.01%
72.08%	56.38%	30.90%	24.86%	47.13%
64.96%	52.64%	28.70%	24.86%	43.34%
80.72%	60.98%	43.06%	31.80%	55.64%
73.81%	63.22%	40.27%	32.17%	56.63%
82.75%	61.78%	13.08%	33.59%	58.64%
79.87%	60.15%	44.62%	35.74%	60.08%
84.27%	62.90%	45.48%	44.84%	61.69%
89.04%	69.37%	56.43%	49.38%	66.28%
74.46%	18.10%	31.90%	29.20%	60.31%
97.30%	97.70%			

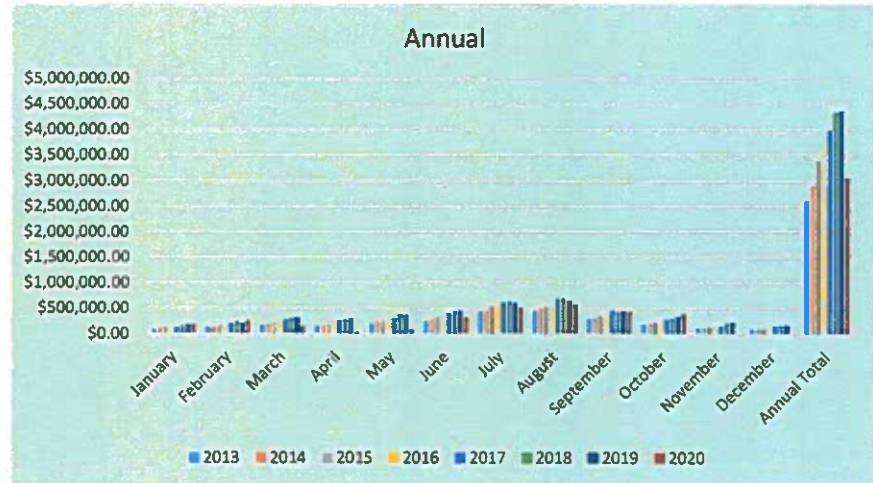
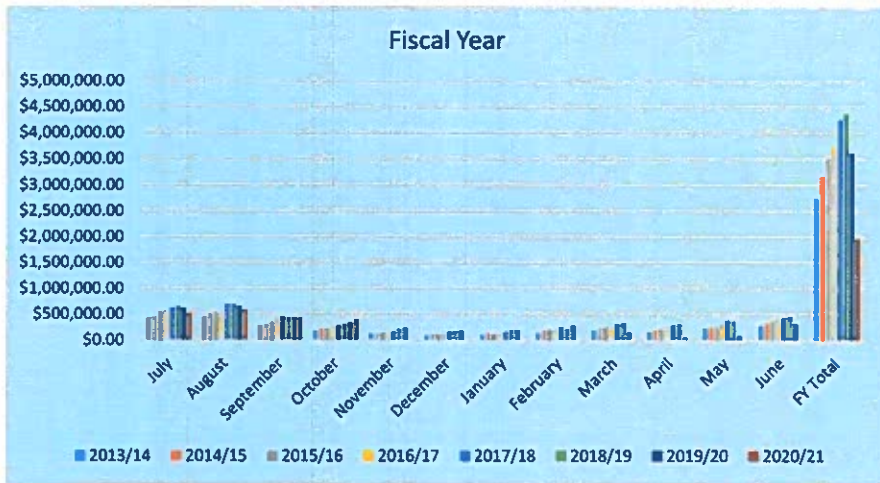
Sep	Oct	Nov	Dec	Avg
82.38%	39.03%	18.26%	12.01%	46.30%
63.89%	33.42%	15.02%	7.92%	39.38%
61.08%	29.21%	13.94%	5.94%	34.98%
44.24%	30.24%	14.07%	8.74%	37.95%
67.05%	43.94%	23.60%	11.36%	40.70%
74.10%	48.04%	24.78%	14.25%	48.14%
79.88%	44.77%	22.34%	9.69%	54.08%
81.39%	43.70%	29.06%	15.12%	53.79%
104.45%	54.89%	48.30%	23.09%	67.73%
58.85%	73.39%	61.82%	34.96%	65.15%
76.00%	31.50%	52.40%	27.00%	56.35%
61.00%	53.90%			

being unavailable for a period of time.

**City of Newport
Transient Room Tax Revenues**

Year	January	February	March	April	May	June	July	August	September	October	November	December	Annual Total
2013	\$83,184.51	\$141,633.06	\$178,064.51	\$154,503.00	\$195,365.45	\$259,548.39	\$444,169.46	\$456,729.65	\$295,883.53	\$191,428.48	\$123,685.96	\$96,186.95	\$2,620,382.95
2014	\$112,858.62	\$139,593.00	\$202,016.86	\$166,678.21	\$231,989.22	\$289,428.34	\$465,457.39	\$511,604.77	\$319,624.95	\$220,367.99	\$138,583.98	\$119,764.20	\$2,917,967.53
2015	\$139,629.92	\$197,010.76	\$256,344.88	\$203,965.32	\$262,295.84	\$338,007.86	\$561,202.62	\$560,764.51	\$372,344.48	\$246,641.74	\$156,947.04	\$121,037.92	\$3,416,192.89
2016	\$135,107.00	\$217,380.90	\$266,903.06	\$243,529.85	\$274,872.43	\$381,796.25	\$574,251.28	\$558,401.36	\$429,246.54	\$274,706.47	\$177,668.76	\$131,917.15	\$3,665,781.05
2017	\$125,038.18	\$202,268.77	\$278,868.82	\$263,339.76	\$316,756.56	\$409,197.10	\$623,424.13	\$694,943.01	\$466,563.08	\$289,383.24	\$167,058.46	\$164,140.62	\$4,000,981.73
2018	\$162,767.32	\$253,574.49	\$306,388.31	\$290,310.54	\$393,963.42	\$445,221.83	\$649,635.76	\$701,808.77	\$443,728.10	\$315,673.07	\$219,716.35	\$180,153.73	\$4,362,941.69
2019	\$184,170.58	\$214,238.15	\$332,683.75	\$309,447.07	\$372,003.25	\$460,188.96	\$625,091.06	\$661,240.59	\$447,666.07	\$344,950.90	\$242,660.16	\$183,004.13	\$4,377,344.67
2020	\$194,455.16	\$277,305.68	\$149,324.49	\$54,021.26	\$110,625.26	\$324,614.05	\$525,026.88	\$588,266.25	\$446,747.95	\$412,239.75			\$3,082,626.73

Fiscal Year	July	August	September	October	November	December	January	February	March	April	May	June	FY Total
2012/13	\$358,654.09	\$397,793.57	\$291,276.65	\$176,983.38	\$103,783.64	\$85,311.51	\$83,184.51	\$141,633.06	\$178,064.51	\$154,503.00	\$195,365.45	\$259,548.39	\$2,426,101.76
2013/14	\$444,169.46	\$456,729.65	\$295,883.53	\$191,428.48	\$123,685.96	\$96,186.95	\$112,858.62	\$139,593.00	\$202,016.86	\$166,678.21	\$231,989.22	\$289,134.34	\$2,750,354.28
2014/15	\$465,457.39	\$511,604.77	\$319,624.95	\$220,367.99	\$138,583.98	\$119,764.20	\$139,629.92	\$197,010.76	\$256,344.88	\$203,965.32	\$262,295.84	\$338,007.86	\$3,172,657.86
2015/16	\$561,202.62	\$560,764.51	\$372,344.48	\$246,641.74	\$156,947.04	\$121,037.92	\$135,107.00	\$217,380.90	\$266,903.06	\$243,529.85	\$274,872.43	\$381,796.25	\$3,538,527.80
2016/17	\$574,251.28	\$558,401.36	\$429,246.54	\$274,706.47	\$177,668.76	\$131,917.15	\$125,038.18	\$202,268.77	\$278,868.82	\$263,339.76	\$316,756.56	\$409,197.10	\$3,741,660.75
2017/18	\$623,424.13	\$694,943.01	\$466,563.08	\$289,383.24	\$167,058.46	\$164,140.62	\$162,767.32	\$253,574.49	\$306,388.31	\$290,310.54	\$393,963.42	\$445,221.83	\$4,257,738.45
2018/19	\$649,635.76	\$701,808.77	\$443,728.10	\$315,673.07	\$219,716.35	\$180,153.73	\$184,170.58	\$214,238.15	\$332,683.75	\$309,447.07	\$372,003.25	\$460,188.96	\$4,383,447.54
2019/20	\$625,091.06	\$661,240.59	\$447,666.07	\$344,950.90	\$242,660.16	\$183,004.13	\$194,455.16	\$277,305.68	\$149,324.49	\$54,021.26	\$110,625.26	\$324,614.05	\$3,614,958.81
2020/21	\$525,026.88	\$588,266.25	\$446,747.95	\$412,239.75	\$0.00	\$0.00							\$1,972,280.83





Memorandum

To: LOC Board of Directors
From: Jayme Hafner, Assistant General Counsel
Date: November 24, 2020
Subject: LOC Equity Lens Framework

Over the past six months the Equity Lens Subcommittee has been working with Teresa Alonso Leon of Parakata Consulting to develop an Equity Lens Framework. The subcommittee was comprised of 12 local government officials of various backgrounds.¹ Attached to this memo is the LOC Equity Lens Framework that was approved by the Equity Lens Subcommittee on November 20th and reviewed by the Equity and Inclusion Committee on November 24th.

The Equity Lens Framework is intended to serve as a foundational document for the LOC to make the necessary changes to transport the organization to become a change agent and model for its member cities.

Key highlights of the framework include:

- Inward facing equity work towards professional development, diversifying staff, equity and communication.
- External facing equity work towards professional development, elevating voices, and economic equity.
- Policy ideas to move towards institutional changes – both internal and external facing – towards a more diverse, equitable and inclusive organization.
- The use of monitoring evaluation and data collection to ensure continued progress towards equity.
- A list of key tools to assist LOC members and partners with their own diversity, equity and inclusion work.
- A list of guiding questions to be used in decision making.

The framework is designed be published as a webpage on the LOC website and include resources available to the LOC and its members and partners. The framework is intended to be continually kept up-to-date and amended as necessary to stay relevant.

The Equity and Inclusion Committee recommended the following edits as denoted in the framework in underlined red text which include:

¹ The members of the Equity Lens Subcommittee are: Eugene Councilor Greg Evans (Chair), West Linn Mayor Russ Axelrod, Hillsboro Mayor Steve Callaway, Newport Councilor CM Hall, Happy Valley Councilor Markley Drake, Hillsboro Councilor Beach Pace, Gresham Councilor Eddy Morales, Oregon City Commissioner Denyse McGriff, Ashland Councilor-Elect Gina DuQuenne, King City Mayor Ken Gibson, Corvallis Councilor Ed Junkins, and McMinnville Councilor Sal Peralta.

- On page 8: The addition of the following internal policy: The LOC staff, board and its committees will utilize the Equity Lens Framework and consider the impacts of its internal and external policy decisions, proposals and recommendations on diverse backgrounds and historically underserved community members.
- On page 10: The addition of “educational background” as a listed diverse population and a note that the list is not exhaustive and should be consistently reviewed.

The Equity and Inclusion Committee ultimately moved to support the work and efforts put forward by the Equity Lens Subcommittee and for the LOC to integrate the framework into its substructure in 2021.

The Board of Directors has many options relating to the Equity Lens Framework presented. The following are examples of potential next steps and their associated motions are as follows:

- Adopt the framework as presented.
***Sample Motion:** *“I move to adopt the LOC Equity Lens Framework as approved by the Equity Lens Subcommittee and edited by the Equity and Inclusion Committee.”*
- Adopt the framework with amendments.
*** Sample motion:** *“I move to adopt the LOC Equity Lens Framework as amended.”*
- Send the framework to the Equity and Inclusion Committee with a list of factors the Board would like to for the committee to consider.
***Sample motion:** *“I move to send the LOC Equity Lens Framework to the Equity and Inclusion Committee for further consideration and amendments relating to ____.”*
- Postpone further consideration of the framework to the February Board meeting.
***Sample motion:** *“I move to postpone further consideration of this agenda item to the February Board meeting.”*



Equity Lens Framework

First Iteration

November 2020



PARAKATA
CONSULTING LLC



PARAKATA
CONSULTING

LOC Equity Lens Framework First Iteration November 2020



Equity Lens Subcommittee Members

Greg Evans

Beach Pace

CM Hall

Denyse McGriff

Ed Junkins

Eddy Morales

Gina DuQuenne

Ken Gibson

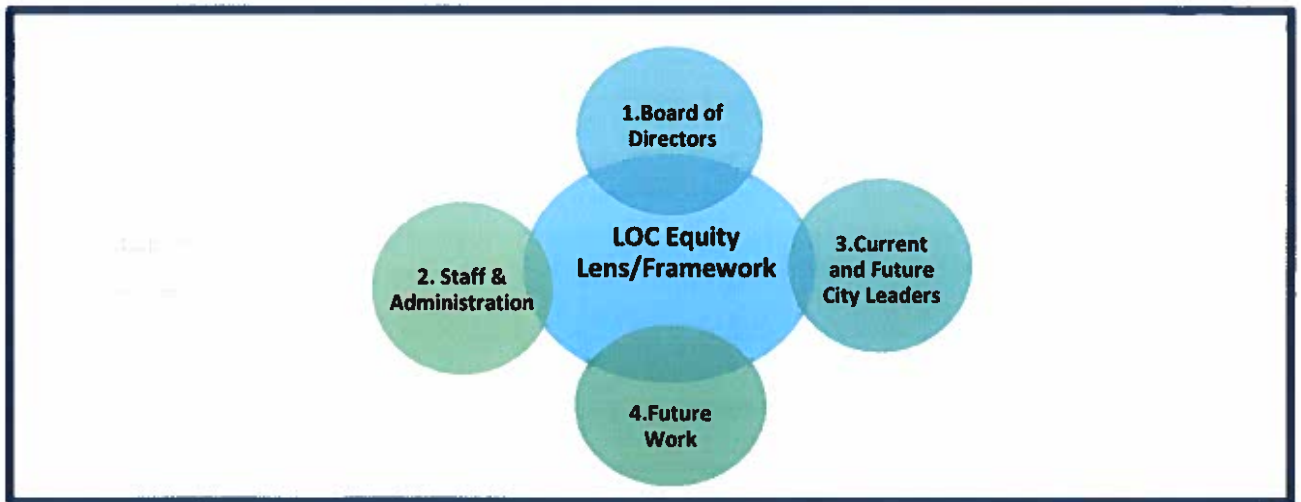
Markley Drake

Russ Axelrod

Sal Peralta

Steve Callaway





Background/Bringing Leaders together to develop the Equity Lens

The Equity Lens Subcommittee is made up of elected officials representing multiple parts of the state and a city council candidate who worked with Parakata Consulting LLC to develop its first iteration of an Equity lens Framework for the League of Oregon Cities (LOC). The framework is developed to help LOC make the necessary changes to transform the organization to become a change agent and model for the cities it represents.

For the sustainability and transformation to happen, the Equity Lens Subcommittee acknowledged that it needs its Board of Directors' full support, financial investments from LOC to develop a webpage on the website portal, dedicated staff to support this work, trainings opportunities for all, including the Board of Directors, LOC staff, members associated with LOC and eventually with external partners.

The Equity Lens Subcommittee envisions its webpage to be a central space for resources and information that staff, LOC members and partners can easily navigate to access support, tools and resources related to DEI work.

The Equity Lens framework looks to improve internal and external systems within LOC to remove barriers that cause Black Indigenous People of Color (BIPOC) leaders and other protected classes and underserved populations to be underrepresented in LOC and in our municipal systems and structures. The Equity Lens Subcommittee acknowledges that everyone and every city is in a different

place in their journey in respect to Diversity, Equity, Inclusion and Justice work, which is why the Equity Lens Subcommittee recommends year round trainings and other support elements because we are looking for systemic change, and this work cannot be learned from one training or workshop.

Long-term plan

The Equity Lens Subcommittee also acknowledges that developing this framework is only one part of a larger body of work. It is important to note that equity work should not be an add on, rather it should be embedded in all the work LOC does. This means, the organization's culture will need to shift or change to meet the needs of a population or populations that LOC had not been serving or representing. This critical work may take time but needs to proceed with a sense of urgency.

Steps to long-term plan

Step 1. LOC hires John Lenssen and Associates (consultants) to work with LOC and establish an Equity and Inclusion Committee and work with the Equity Lens Subcommittee to develop the Equity Lens Framework.

Step 2. Members of the Equity Committee and subcommittee will present the Equity Lens Framework to the Board of Directors for approval.

Step 3. Once the Equity Lens Framework is adopted by the Board of Directors, the Equity and Inclusion Committee will oversee the Equity Lens Framework's implementation.

Step 4. LOC will hire a consultant and invest financial resources to provide training on applying the Equity Lens Framework, help the Framework implementation, and to design the webpage or website and Framework with programs.



Equity Lens Components

LOC's Commitment to Equity

LOC is committed to creating an inclusive environment where all are welcome. As an organization we value unique leaders who represent the growing diverse populations of our state and recognize current and historical systemic disparities that exist. We are committed to transforming our organization to ensure everyone who belongs to it, and aspires to be associated with us, know that we are a place that is welcoming, helpful and a resourceful place for all.

Why equity is important to the work that we do

Oregon is becoming more diverse and the needs of our communities are expanding and continue to evolve. While many of our communities don't yet have representation of leaders that reflect the communities they serve, we are committed to providing support and training to existing members as well as up and coming leaders to ensure decisions that are being made come from a place of inclusion and equity. This helps to make sure that all voices, languages, and cultures are being heard, no one is being left out, and resources are being distributed equitably.

Why we lead with Equity

LOC acknowledges that we must do more with our membership, especially with our growing diverse members. We know that we must prepare as an organization to transform ourselves to be prepared to help our city leaders and staff across the state with the tools and resources to help their cities reimagine what it means to lead in partnership with its diverse community. Understanding that, as a majority white organization with history of our Board of Directors being led by mostly white men, we understand that change must begin with our highest-ranking leaders. This includes, diversifying our Board of Directors so they are more reflective of the growing diverse body it governs and second, participate in all trainings recommended by the Equity Lens Subcommittee to better understand and integrate equity and inclusion in LOC's work and culture.

We instituted the Equity and Inclusion Committee to ensure that all components of our Equity Lens Framework will be implemented in a timely manner and that



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all recommended changes are happening within the organization internally and externally.

LOC has moved to create a process in which it provides formal recognition to affinity caucuses that are formed organically by LOC members, such as the Local Government People of Color Caucus (POC). The formal recognition of affinity caucuses is intended to promote positive and effective relationships among city officials of color and other underrepresented groups, their communities, political leaders, and the LOC. The LOC Equity Lens Framework will serve not only LOC and its members but become an effective resource to current and future affinity caucus members to help meet their goals and policies.

Internal Work: Professional Development, Diversifying Staff, Equity and Communication

- LOC will provide professional development opportunities for all LOC staff in Bias training, Cultural Competency training as well as DEI and Social Justice training and any other trainings offered to LOC members.
- LOC is committed to diversifying and retaining staff of color to remove language and cultural barriers so members of our Black Indigenous People of Color (BIPOC) community and community members at large have a positive customer service experience when engaging with LOC staff.
- LOC acknowledges that one of the largest systemic barriers to access information is language. LOC is committed to adopting translation systems or hiring translators and interpreters as needed. We want to ensure our communities and leaders who are vision and print impaired, deaf, and hard of hearing or have language barriers have access to our information on the website or in respect to our meetings.

External Work: Professional Development, Elevating Voices, Economic Equity

Keeping in mind that many LOC members are in different places in their journey of understanding DEI and Justice work, LOC is setting an expectation that all existing members will participate in trainings recommended by the Equity and

Inclusion Committee. All LOC members are highly encouraged to provide input and participate in discussions associated with this work to gain or establish collective understanding and knowledge on why, equity and inclusion is key to self-growth but also to help transform the institution as a whole.

- LOC is committed to provide professional development opportunities for all LOC members in Bias training, Cultural Competency training, Growth Mindset training, DEI and Social Justice trainings and any other trainings recommended by the Equity and Inclusion Committee. These trainings will be offered in person or online through the Equity Lens Framework website or webpage throughout the year including during the state annual conference. LOC will promote and send out information on upcoming trainings through the LOC Weekly Bulletin.
- LOC is committed to helping up and coming leaders by providing them with professional development, tools and support they need to be prepared to step into local leadership positions.
- LOC is committed to elevating voices of our diverse and underrepresented members, especially Black Indigenous People of Color (BIPOC), people with disabilities, people who are deaf and hard of hearing or are print disabled and members with language barriers. LOC will acknowledge and affirm that their presence and engagement is imperative to the success of LOC.
- LOC is committed to working with all businesses and creating economic opportunities for minority-owned, women-owned, service-disabled veteran-owned and emerging small businesses.

Policy Ideas for Implementation:

To help with institutional changes within LOC, the Equity Lens Subcommittee has identified some policies to begin with.

Internal/LOC Administration

- Develop hiring practices to help increase racial diversity among staff.



- Develop education & outreach policies to help increase engagement from its members but particularly among its BIPOC leaders and future potential leaders.
- Create communication policies to ensure non-English speaking people access information.
- LOC staff, Board of Directors and its committees will utilize this Equity Lens Framework and consider the impacts of its internal and external policy decisions, proposals and recommendations on diverse populations and historically underserved community members.

External/ City Councils

- LOC will work with cities to develop communication policies.
- LOC will work with cities to develop communication policies.
- LOC will work with cities to develop, review and revise policing policies.
- LOC will work with cities to develop administrative policies.
- LOC will work with cities to develop contracting policies.
- Best Practices for City Councils
 - Specific to smaller cities
 - Specific to medium cities
 - Specific to large cities

Monitoring Evaluation and Data Collection:

To learn and improve on our Equity Lens programs and policies, we will evaluate processes, service delivery, and outcomes. We will continue to track and share the demographics of our members which will not only guarantee that we have an updated list of BIPOC leaders but it will also help us identify other emerging demographic leaders to ensure we are including everyone in these efforts.

Tools:



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As we develop our Equity and Inclusion webpage or website, we want to centralize some key tools that will be helpful for our LOC staff, and our LOC members and partners.

- Surveys
- List of Consultants
- Best practices in working with diverse communities
- Equity Decision Tools
- School district demographic breakdown (to better understand how diverse our cities and their surroundings are)
- Safe Resource Center
- Affinity Caucuses
 - People of Color Caucus (POC)
- List of Cities that have established an Equity Lens Framework
 - List of Cities recognized for establishing an Equity Lens Framework

Diverse Populations:

As we develop policies and make institutional changes within LOC and with our cities, we must recognize and acknowledge the overlapping or intersecting social identities, such as race, class, sexual orientation, and gender identity and related systems of oppression, domination, or discrimination. We must also acknowledge and understand that segments of our communities have been historically underserved ignored or bunched into subgroups. We want to honor people's diverse backgrounds and have created a list for the purpose of bringing awareness for change, while we acknowledge that with time this list will evolve and be adjusted. LOC recognizes that this list is not exhaustive and encourages consistent review.

- Race
- Ethnicity



- Marital status
- Religious expression
- National Origin
- People who identify as women
- Age
- People with both apparent and non-apparent disabilities
- People of various gender and sexual identities and expressions
- Socio-economic status
- Immigration status
- Veteran Status
- Black, Indigenous and People of Color
- Educational Background

Historically Underserved Community Members¹

- Native Americans, members of Oregon's nine federally recognized tribes, American Indians, Alaska Natives;
- Black, Africans, African Americans;
- Hispanic, Latino/a/x;
- Asian, Pacific Islanders;
- Immigrants, refugees, asylum seekers;
- Undocumented, DREAMers;
- Linguistically diverse;
- People with disabilities;

- LGBTQ+;
- Aging/Older adults/Elders;
- Economically disadvantaged;
- Farmworkers, migrant workers; and
- Living in rural parts of the state

Guiding Questions in Decision Making:

- *Does the decision being made ignore or worsen existing disparities or produce other unintended consequences?*
- *What are the barriers to more equitable outcomes (e.g., mandated, political, emotional, financial, programmatic, or managerial)?*
- *How has the LOC intentionally involved stakeholders who are also members of the communities affected by the decision and/or strategic investment?*
- *What resources and support will the LOC provide to ensure training and technical assistance to successfully implement the decision and strategic investment?*
- *How will the LOC evaluate and/or modify the decision and/or strategic investment to ensure that underserved group needs are met and that outcomes are equitable?*
- *How will the LOC collect data on race, ethnicity, gender, social class, and native language (**discussion needed on this list**) relating to the decision and strategic investments?*
- *Who are the racial or ethnic (consider expanding this list to include gender, social class, disability, etc.) and underserved groups affected? What is the potential impact of the decision on these groups? Does the decision being made ignore or worsen existing disparities or produce other unintended consequences?*
- *Have we effectively and in a culturally responsive way surveyed our communities to better understand their assets, needs, concerns?*



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LOC Equity Lens Framework¹ First Iteration November 2020



- *Have we effectively and in a culturally responsive way surveyed our communities on how to better understand the impacts of leadership decisions?*

ⁱ List comes from the State of Oregon Equity Framework on COVID-19 Responses and Recovery with exception of Latino/a/x. The list originally included Latinx, which technically only captures nonbinary Latinos. Parakata consulting felt it was more inclusive to use Latino/a/x to ensure all genders are also recognized.