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## MEMO

DATE: September 18, 2018

TO: Mayor and City Council

FROM: Spencer Nebel, City Manager

SUBJECT: Status Report for the Two-Week period ending Friday, September 14, 2018

Highlights of activities over the last two (2) weeks include the following:

- City Hall was closed Monday, September 3 in observation of Labor Day.
- Participated in a routine department head meeting.
- Participated in the Council work session to discuss panhandling concerns from the right-of-way, false alarm fees for Police and Fire, and discussion on the types of medical calls the Fire Department currently responds to, and whether a change is needed.
- Met with Mayor Roumagoux to review the agenda for the regular meeting on September 4.
- Participated in a September 4 Council meeting.
- I was on vacation September 5-7.
- On Monday morning September 10, Mayor Roumagoux and I participated in a work session with the Yachats City Council and City Manager. As you may be aware, Yachats hired their first City Manager two years ago. Their first City Manager retired after one year, due to changes in PERS regulations. Shannon Beaucaire was hired as their second City Manager. Yachats is reviewing various operations between the Council and the City Manager, and may consider a charter amendment to formalize a City Manager form of government for that community. There are a number of holdovers and procedures from the time prior to Yachats having a City Manager. The Council and Manager are trying to determine how to address those issues. Mayor Roumagoux and I shared the perspective roles of the Mayor, Council and City Manager as part of a day-long facilitated work session. Overall, we had a great dialogue with the Yachats City Council and City Manager on how the City of Newport operates. Hopefully, we provided them with some perspective on what sort of changes they want to make in the roles of the City Manager and Council moving forward. We really did enjoy having this discussion with their council to kick off their day-long work session. City Manager, Shannon Beaucaire, indicated to me that the Council referred to a lot of issues which Mayor

Roumagoux and I brought up during this exchange during the rest of their work session, after we had departed.

- I met with Barb James on an employee matter in the Fire Department.
- Mike Murzynsky, Barb James, Steve Rich and I met to discuss a new form we want to put in place for all retirement transactions. It is my goal to have a single form for each retiree that explains what specific options that retirees selected, and when those items were paid out. This is to eliminate the repeat of having to “forensically” reconstruct retirements to sort out the issue that was resolved last year in paying out residual amounts to all former retirees who took lump-sum payments from the City of Newport.
- Met with Tim Gross, Lance Vancerbeck and Melissa Román on our structure for overseeing airport projects in the future. This has been a bit convoluted in the past when the City was without an airport director. As City Manager, I had to step in to this process working directly with Melissa on many aspects of these projects. I want to transition Lance Vanderbeck into being the point person on these projects so when a project is occurring, he would be the primary point of contact for Engineering. We also need to designate our contact person for disadvantaged businesses and other similar efforts at the airport. We are also reviewing the role that Finance plays with these efforts, as well.
- Met with Jim Protiva to discuss signing authority within his department. Jim would like to authorize Judy Mayhew to be the authorized signer for transactions under a certain dollar amount. I am not sure I support this request at this time. We have a number of inconsistencies with our sign-off policy that we need to review and clean up. We can address this request in light of the review of this entire process.
- Met with Steve Rich, Fire Chief, Rob Murphy, Assistant Chief, and Bob Harvey, to discuss an employee matter at the Fire Department.
- Held bi-weekly meetings with Rob Murphy, Jason Malloy, and Lance Vanderbeck.
- Participated in the monthly meeting of the Lincoln County Managers and OCWCOG in Toledo. At this meeting we had a presentation by the EPA on creating an index for communities to assess the environmental standing of that community. Currently, they have utilized existing data bases to prepare and index the counties in Oregon. They are looking at a couple of communities to determine how this could be applied at the community level. It is the thought that this pilot project could provide communities an assessment of what is working and what needs attention in their long-range planning. In addition, Wayne Belmont outlined several of the issues they want community communications with, relating to the use of biosolids as an agricultural supplement. Finally, we discussed the grant that was awarded to the County to help facilitate a number of issues on a county-wide basis (County and City) to help facilitate the discussions that we’ve had among the various elected leaders regarding this topic.
- Held a bi-weekly meeting with Ted on Library issues.
- Derrick Tokos and I participated in a County Board meeting regarding amendment number 13 to the South Beach Urban Renewal Plan. I believe the biggest issue with the County is that sometimes there seems to be a lack of recognition of the significant financial impact that Urban Renewal Districts have on the County’s tax receipts, as well as other taxing receipts. Urban Renewal is very much a partnership among all the taxing entities to make improvements within a very specific geographic area. It is important that we clearly recognize these are not

“City funds” but funds of all the taxing entities for the purpose of improving core areas of a city, and creating a long-term benefit for all the taxing entities. This will be done by ultimately increasing the tax base within that district. Overall, the County was very supportive of the need to complete additional projects of the South Beach Urban Renewal District, which amendment number 13 will help to accommodate.

- Dave White, Mike Murzynsky, and I met to discuss the financing for replacement of holiday decorations for the light poles. This item was missed in the budgeting process, but the need to update these fixtures became evident as they were removed this last year and put away for the season. We have included some funding in the supplemental budget that Council is reviewing at the September 17 City Council meeting.
- Janet Webster met with Peggy Hawker and myself to discuss current regulations regarding food carts placed on private property. The current code provisions make it difficult to find a location for food carts on private property, since there is a requirement that the food cart must be at least a half mile away from any prepared food dealer.
- I met with Lance Beck, Marketing Director for the Aquarium, and Chair of the City’s Destination Newport Committee. Lance indicated to me that he has accepted a position as CEO of the Spokane Valley Chamber of Commerce. Lance truly regrets leaving the Aquarium and leaving Newport, but this will be a good move for him and his wife. This change will have a very significant impact on our Destination Newport Committee. With the loss of Lorna Davis, Jamie Rand, and now Lance Beck, the City will need to look at how these services are delivered, particularly relating to the social media work that has been completed in the past. With the revolving door of publishers at the News-Times, and Executive Directors at the Chamber of Commerce, the primary continuity we have had was with Lance. I have set up a meeting to discuss this issue with the Chamber leadership and Lance before he leaves. I will also set up a meeting with Lance and the new publisher from the News-Times to discuss our relationship there, as well. There are a number of options we can look at moving forward, but the current model as currently structured is likely not sustainable. We are in reasonably good shape for the existing season, but we will need to make sure we have processes in place moving ahead this next year.
- On Thursday, September 13 and Friday, September 14 Ralph Breitenstein, Chair of the Vision 2040 Committee, and I participated in a Ford Family Foundation peer work group on developing catalytic communities. The concept behind catalytic communities is identifying a catalyst, which is an agent that provokes or speeds significant change or action. Over the past year, the Ford Family Foundation has been funding a collaboration among various non-profit organizations to identify ways in which community organizations can institute sustainable community changes. I’ve prepared a report for the 2040 Committee, which is attached for your review, on the steps that Ralph Breitenstein and I are going to propose for consideration by the 2040 Vision Committee on how we could proceed with our efforts in the future, based on the catalytic community concept. Please note that since this is part the Ford Family Foundation’s effort to develop a tool that can be used to implement sustainable change, each organization will receive \$750 for each participant in this meeting. It would be our intent to utilize this for future Vision Committee efforts. Furthermore, I want to thank Lola Jones from Samaritan House

who has played a significant role with the Ford Foundation on the development of the catalytic community tool that is being developed through this process. Lola continues being a great resource for the visioning process. Ralph Breitenstein and I will be discussing with the 2040 Vision Committee the possibility of looking for future funding, potentially from the Ford Foundation, to possibly staff a position to facilitate the implementation of Vision 2040.

### Upcoming Events:

September has been a fairly complicated month for me because I have a number of work/training issues that occur in the fall, and this year they seem to all occur in September, taking me out of the office for a number of days this month. This, coupled with 3 days of vacation and a holiday, has made September a very busy month for me!

- September 20, 2018 at 8 AM, City Council is invited to the ribbon cutting for the new Ace Hardware Store.
- September 22-26, 2018, I will be attending the annual ICMA Conference in Baltimore, Maryland. Ted Smith will be Acting City Manager during this time.
- September 27-29, 2018, are the dates scheduled for the League of Oregon Cities Conference at the Hilton Hotel in Eugene. Peggy has registered Mayor Roumagoux, Councilors Engler, Goebel, and Sawyer, as well as she and I for this. If there are any changes, please let Peggy know ASAP. As a member of the LOC Board of Directors, Councilor Allen's arrangements are being handled by the League. Please note that Mayor Roumagoux has had to cancel her registration for the LOC Conference and will not be attending. Derrick Tokos will be Acting City Manager during this time.
- On Monday, October 1, 2018, School Superintendent, Karen Gray, will be inviting members of the City Council and staff to the LCSD open house. They are planning this event at 4 PM, prior to the City Council meeting that night. The URA meeting will take place at 5:45 PM to give a little time between the open house and the URA meeting.
- On Tuesday, October 9 at 4 PM will be the next Finance Work Group meeting.
- I will be on vacation Friday, October 19, 2018, to head to Ashland, Oregon. Angela and I purchased the Ashland Theater package at the Samaritan House annual gala. I will also be on vacation Friday, October 26, to host family visiting Newport.
- October 19, the LOC will be hosting a meeting in the Council Chambers from 10 AM to Noon as part of the League's preparation for the 2019 Legislative session.
- November 6, 2018, is Election Day. The candidates for Mayor are Dietmar Goebel and Dean Sawyer, with David N. Allen, CM Hall, Jason D. Nehmeyer and Ryan Parker running for three Council seats. I thank all of the candidates for choosing to run for Council and wish all of the candidates well in the upcoming election
- November 8-9, 2018, I will be attending the OCCMA Board of Director's Retreat at the Oregon Garden Resort in Silverton.
- City Hall will be closed Thursday and Friday, November 22-23 in observation of the Thanksgiving holiday.
- Please note that the only Council meeting scheduled for December will be held on December 3, 2018.

- On December 3-4, the second Oregon Tsunami conference will be held in Newport at the Samaritan Center for Education. Based on the last conference, I would encourage Council and staff to attend this event. A copy of the announcement is attached. This is a Council meeting date, so it will be our intent not to schedule a work session at Noon, so we can attend Monday afternoon's session.
- City Hall will be closed on December 24-25, 2018, in observation of the Christmas Holiday, and January 1 for the New Year's holiday.
- January 7, 2019, is the Organizational Meeting of the new City Council.

**Attachments:**

- ✚ Attached is a summary of my notes from the Ford Family Foundation Catalytic Community Building.
- ✚ Attached is an email from Lincoln County Public Works Director, Roy Kinion, regarding the schedule that will be used to review the possible vacation of the former County road located adjacent to Spring Street. Please note the City Council will not be required to take any action on this until after the Board completes its review. This will likely take place by the City Council after January 1, based on the current schedule.
- ✚ Attached is a letter from the Housing and Community Services Department regarding reporting requirements under this new law. Please note that since Newport is under the 25% threshold of rent-burdened communities, (by 2 percentage points) the reporting requirements for the City will be more streamlined than if we were over the 25% threshold. Included in this attachment are the severe rent-burden levels for all communities in Oregon who are over 10,000 in population. This means those households spend more than 50% of their income on rent.
- ✚ Councilor Goebel had requested information as to the breakdown of personnel in the Police Department by sex and race as reported to the EEOC. Please note this is all members of the department (sworn officers and civilians).
- ✚ Attached is a flyer for the December 3 & 4 Tsunami Conference. This conference will be held in Newport and does fall on a Council day, however, the conference starts on Monday afternoon and will end before the evening meeting. It will continue on Tuesday. I do plan to attend this meeting and it is my intent not to have a work session for the December 3 City Council meeting day.
- ✚ Attached are letters from LOC and the LOC Foundation thanking the Mayor and City Council for the donation to the LOC Foundation.

I hope everyone enjoys the upcoming fall.

Respectfully Submitted,



Spencer Nebel  
City Manager



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DATE: September 17, 2018  
TO: Vision 2040 Visioning Advisory Committee  
FROM: Spencer Nebel, City Manager  
RE: Catalytic Communities

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Dr. Ralph Breitenstein, Chair of the 2040 Advisory Committee, and I had an opportunity to participate in a learning exchange sponsored by the Ford Family Foundation at their headquarters in Roseburg, Oregon on September 13-14, 2018. For over a year, a number of nonprofit organizations have met to discuss best practices for implementing change within nonprofit organizations and the community at large. Through sharing of various success stories, lessons, and failures, this group support from the Foundation identified four (4) core competencies that encompass fourteen (14) organizational practices vital to building community and catalyzing change. These four areas include: creating inclusive communities, practicing principal leadership, building a culture of leadership, and influencing systematic change.

A catalyst is an agent that provokes or speeds significant change or action without impacting the sustainability of the catalyst. The catalyst can be a significant change or action without impacting the sustainability of the catalyst. A catalyst can be a steady force to facilitate constructive changes within an organization or community.

**Organizational Practices Applied to a Case Study:**

The forty-five (45) participants in this meeting were asked to work on a scenario. This scenario happened to focus on a city having to increase water and sewer rates by 30 percent, and how this process could be facilitated with this model. Utilizing the fourteen practices that fall under the four competencies the participants in this session provided the number of potential ways and practices that could be utilized in this policy matter. The organizational practice is listed first, with the response from the participants following:

*Sharing Power and Ownership* - It was suggested that steps could be taken to try to address social impact and injustices with the rate increase (i.e., phasing in components of the rate change, and or addressing populations that may not be able to afford the rate increases.

*Building Relationships and Trust* - Provide some sort of assistance to the community that may have the hardest time paying utility bills, such as low income residents would help build some level of trust with that population in the community.

*Living Into "The We = Community"* - Show how everyone will be better off by having a safe utility system that is not contributing to environmental hazards in the community.

*Creating Shared Values* - Create a shared vision of the types of things that will be accomplished with the funding from the utility rates with participation from the community in this effort.

*Influencing Systematic Change* - Perhaps a URA District could help by utilizing some of that funding to reduce the impact on businesses or finding other ways to off-set some of the hardships created by the higher rates to the community. Furthermore, utilizing focus groups, and continuing to educate the community as to the needs of the system is critical.

Discussion also occurred as to whether having one rate that everyone pays, or differential rates based on impact to the utility system, leads to the question - "is the status quo morally okay?".

Other discussion included:

- a repaying scenario
- regional utility facilities
- cost control
- long term bonds
- developing leadership
- the elected officials look at other alternatives for financing improvements, quick options may not be the best
- have plenty of dialog with the community
- be authentic with citizen involvement
- explain the process of community engagement
- address the issue for people that believe this is being done to the people, not for the people
- important to show how this impacts everyone
- eliminate confusion of who is benefitting
- acknowledge mistakes in the past, and show the plan for going forward.

### **Involving All Aspects of the Community:**

During the session, we had a good opportunity to discuss involvement in community policies by minority communities, from both the perspective of minority participants in the session, and non-minority participants. Throughout this session, discussions focused on exclusion, racism, and other factors that limit the involvement of certain segments of the community in community decision making.

One issue shared by a Latino community member is that the Latino community is very uncomfortable about sharing critical information to any programs or people. They would rather say nothing than express criticism. This can be a little problematic for organizations who are trying to understand the impacts that a policy may have on this community.

In looking at organizational changes, it is important to recognize who we are connecting with in getting input from, and who is missing from the table in dealing with groups who may not be comfortable in utilizing traditional methods for soliciting input. With these groups, it is important to take the time to jointly establish a process in which they are comfortable in providing feedback, and sharing ideas as how to best address a particular problem or issue. There is a tendency for actions to be viewed by communities not integrated in the process, as handing down information to them, rather than partnering with that group to jointly determine the best paths forward. If one group views themselves in a position of weakness, there is likely not to be the type of collaboration that can truly move a community forward.

There was a lot of discussion about racism at this meeting. One definition of racism is - "it is a diligent application of ignorance". This is what separates racism from bias. It is universal with all people to have fears and concerns. Bias is part of all cultures, and is based on ignorance and lack of familiarity. Racism speaks to the relationship between a majority population, and minority population, while prejudice speaks to concerns from all races about other races (both majority and minority races).

Finally, it is suggested that organizations take a look at "invisible signs" that prevent people from engaging with various organizations. While signs such as "white only" have disappeared from the American culture, there are cultures that see invisible road blocks to dealing with organizations. It is important to try and understand those invisible messages that stop certain parts of the community from participating with organizations.

### **Truth Telling:**

In addition, there was discussion on "truth telling". The basis for "truth telling" is to break down the facts, so that folks really know how they are being impacted by either the status quo, or by change. "Truth telling" avoids sugar coating issues in situations in which employees are being interviewed for a job, if someone truly does not fit the organization then it is appropriate to let them know that at the conclusion of the interview process, instead of making them believe that they may be a fit for this job. This helps the individuals in the long run address and understand issues that can either be changed in the future, or issues that may make them a better fit for a different type of position somewhere else.

### **Disagreement:**

The catalytic community tools should be used to conduct a continuous assessment of the organization to identify things that are improving and things that are not improving. It is also important for organizations to remember that there can be significant growth through disagreement and conflict. Often times this can help be the basis for longer term strategic planning. Organizations need to tear down the walls that can form when there is

disagreement on a policy. That disagreement on the policy can be a healthy issue in arriving at a better end result, However, if that disagreement creates permanent walls between groups, the community and the organization will suffer. Organizations must be hospitable places that embrace dialog even when disagreements are part of that dialog. It is also important to build community by discussing conflict.

### **Bias:**

The group talked about bias. Whether we like it or not, we all have our biases in how we view the world. One example given was an individual who purchased a vehicle expecting that this would truly be an uncommon vehicle to find on the road. Once the vehicle was purchased, they noticed many of the same vehicles on the road. As a result of their purchase, their bias and observation skills changed with what they were not seeing before, they are now seeing that something changed in their life to make them observe their role from a little different perspective. Social media may be playing a significant role in confirmation bias in that people tend to post things to support a person's position regardless of what that position may be. This factor is very true with elected officials as well. If someone knows an elected official supports an idea, they are more likely to share that they support that same idea with that elected official. Two elected officials may have opposing views on an issue with both sides primarily receiving support for their view from people who support that particular viewpoint as well. Instead of broadening a perspective of an elected official, this may actually narrow their perspective on an issue. Furthermore, there is a tendency for people to socialize and share information with people who are their friends, or share similar values or cultures. Also, in today's electoral society, candidates, particularly at the Federal and State level, make commitments to certain groups and organization to support a particular agenda item before ever having the opportunity to serve as an elected official. This fact certainly fosters significant political divide that we see in our nation and state today. In an ideal world, candidates would be elected based on their willingness to view all aspects of issues, not because they support or oppose certain policy issues. It is important to embrace different opinions, not to personalize them. It is important to listen to different perspectives, and not be in a position where you are thinking about what your counter argument is to those opinions. Listening is a lost skill. Listening by limiting your own biases is a difficult skill to learn. It is important to find common links to engage all aspects of the community into community discussions. It is important to embrace differences, and different opinions during the process of changing organizations. Differences are healthy when it comes to a point of conflict, the various parties shut down their ability to understand the other perspective, or perspectives on matters.

Communities need to be aware of things and purposes that change. A good example was the creation of Farmers Markets. This was originally done to reduce transportation costs and provide good quality food at a low price that all members of the community could afford. Over time, Farmers Markets have become more of an event, and provide less services to those that are underserved in the community.

## **Turning Discussions into Actions:**

In looking at change, it is very easy to get bogged down and have difficulty in moving an organization towards elements of change. It is important to start small, accomplish small tasks, and build confidence to tackle the next layer of tasks. It is suggested that reasonable small steps be identified that can be accomplished in thirty days, sixty days, or ninety days for some of the larger goals. It is important to identify currently, available physical assets, networks, institutions, and skills that are available to help meet these tasks.

For each of these identified tasks, there is value to identifying physical assets. These include property, building, meeting places, vehicles, equipment, and networks. These also include advisory committees, Facebook groups, and social organizations, such as Rotary Clubs, Centro de Ayuda, and donor networks. There are also institutional players, such as cities, schools, counties, colleges, universities, and other institutional partners; and what skill sets are available in the organization or committee in order to further change.

## **Conclusion:**

Overall, a number of the concepts that were outlined in this process I believe are directly applicable to the efforts of the Vision 2040 Advisory Committee in fulfilling the committee's role, as watchdog and catalyst for moving this process forward. Ralph and I both shared our experiences with Max Gimbel of the Ford Family Foundation. We indicated that we wanted to follow up with the efforts that they funded in Florence in order to move forward with the implementation of a regional division there. The Ford Family Foundation may be a source of funds in order to help provide some staffing for the implementation of the greater Newport area vision. This is an issue that we will be discussing with the committee to get some thoughts as how to proceed with this matter.

## **Attachments:**

- (1) Catalytic Community Building Organizations for Competencies and Practices. This document outlines fourteen (14) best practices that fall under four (4) core competencies that have been identified as key factors in order to institute change within an organization.
- (2) An outline of ninety day action plans that can help move the process along for implementing specific strategies, or organizational change.
- (3) The concept of problem reversal as a way to identify solutions by looking at the problem from the opposite perspective.

(4) Summary of the Ford Family Foundation, Ford Institute for Community Building.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Nebel". The signature is fluid and cursive, with the first letter being a large capital 'S'.

Spencer Nebel  
City Manager

# CATALYTIC COMMUNITY BUILDING ORGANIZATIONS

## CORE COMPETENCIES AND PRACTICES

### CREATING INCLUSIVE COMMUNITY

1. **Sí Se Puede (Can-Do Attitude)** – We are optimistic, and inspire hope and action; we are willing to do what's needed; we are persistent and in it for the long haul; we build capacity to ensure sustainability and resilience.
2. **Living into "We = Community"** – We know our community, its history, and people's stories; we respect our community; we value and use local assets and resources; we model a community building mindset; we act *with* the community.
3. **Engaging the Community** – We show up and immerse ourselves in community culture; we create space to bring people together to connect; we reach across cultures and sectors; we go beyond invitation to meaningful inclusion with a willingness to be transformed by differing perspectives and experiences.
4. **Committed to All of the Community** – We reflect the community we serve; we build our awareness and skills, as well as organizational policies and practices to support diversity, equity, and inclusion; we expect challenges and discomfort; we take responsibility; we find allies and bring others along; we persevere.

### PRACTICING PRINCIPLED LEADERSHIP

5. **Building Relationships of Trust** – We make time to build personal relationships; we engage with inquiry and care; we are intentional and open to what emerges in relationships; we are reliable and follow-through.
6. **Sharing Power & Ownership** – We inspire and empower others to inform and influence our work; we act with humility; we are accountable to our peers and community; we focus on accomplishments not credit.
7. **Acting with Moral Courage** – We stand up for our values; we are committed to justice; we practice truth telling; we have the will to take risks for the greater good.

### BUILDING A CULTURE OF LEADERSHIP

8. **Action-Oriented Leadership** – We maximize momentum; we offer humble, visionary leadership; we are able to move that vision into collective action; we track progress to ensure accountability and results.
9. **Creating Shared Vision & Values** – We co-create our vision and values; our vision and values are owned by the whole organization - not single individuals, and are embraced by the community.
10. **Responsive & Learning-Oriented** – We invite all perspectives; we listen actively and empathetically; we translate community input into action; we mobilize around feedback and data; we don't always say yes.
11. **Developing & Broadening Leadership** – We believe that leadership is an action all can take; we create space for leadership to emerge; we actively support and mentor people to lead.

### INFLUENCING SYSTEMIC CHANGE

12. **Adaptive & Innovative** – We understand the systems we are operating in; we use a systems perspective in our planning; we build capacity that allows us to be nimble and innovate in response to change (internally and externally); we go beyond traditional models.
13. **Networked & Collaborative** – We maintain a collaborative mindset; we partner strategically and for mutual benefit; we intentionally connect people in our networks; we adopt a comprehensive and inclusive lens for our work.
14. **Leveraging Institutional Power** – We amplify voices of the community; we use our organizational platform to build bridges and inspire collective action; we work to influence systems and policies that impact our mission.



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DATE: September 17, 2018  
TO: Vision 2040 Visioning Advisory Committee  
FROM: Spencer Nebel, City Manager  
RE: Catalytic Community Building Concepts

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Dr. Ralph Breitenstein and I participated in a two-day Catalytic Community Building Organization peer learning opportunity at the Ford Family Foundation headquarters in Roseburg, Oregon, on September 14 & 15, 2018. It was both our opinions that the catalytic community building concepts are directly applicable to the efforts of the Vision 2040 Advisory Committee, and we are proposing a structure for the committee's consideration in how to carry out our task based on catalytic community building concepts being developed with funding from the Ford Family Foundation.

**Role of the Vision 2040 Advisory Committee:**

The definition of catalyst is as follows:

**“a substance that increases the rate of a chemical reaction without itself undergoing any permanent chemical change, or a person or thing that precipitates an event.”**

I believe that the role of the Vision 2040 Advisory Committee is to be that catalyst that stimulates, and motivates others to work towards the implementation of key strategies identified in the vision. I believe this would best be achieved by the committee being the group that identifies key stakeholders regarding each of the strategies. The committee would communicate with those key stakeholders about the individual strategies, and then periodically follow up to see what progress is being made towards realization of those strategies. Finally, the committee would provide periodic reports to the City Council on the status of the strategies. If the Vision 2040 Advisory Committee is comfortable with this concept, then our next step as a committee will be to develop the appropriate mechanisms for proceeding along these lines.

**Initial Focus of the Committee:**

It will be important for the Advisory Committee to come to a consensus on the initial priorities relating to the key strategies. At our last meeting, there was discussion that the work of the committee should focus on Tier 1 strategies. If this is the consensus of the committee, then there are sixteen (16) Tier 1 strategies that should be the initial focus of the committee.

Please note that the City has been approached by a group that was interested in reclassifying a Tier 3 strategy to a Tier 1 strategy. The response that I have shared with them is that the committee is hesitant to make changes in the Vision Plan that has just been adopted. The committee will be considering a longer term plan for reviewing and updating the Vision 2040 Plan; however, this window may be three to five years down the road. In the meantime, it is certainly appropriate for groups to proceed with various Tier 2 and Tier 3 projects, and communicate any progress on those projects to the Vision 2040 Advisory Committee. The Tier 2 and 3 strategies will not be the initial focus of the work of the committee in serving as a catalyst for those strategies.

It would be appropriate for the committee to formally decide whether the committee's initial focus will be relating to the Tier 1 strategies in the Vision 2040 Plan, or determine an alternative initial focus.

### **Organizational Strategies:**

At the earlier committee meeting, a number of preliminary steps were taken in order to identify how the committee can structure itself in order to play the role of a catalyst regarding the key strategies outlined in the Vision 2040 Plan. As part of that effort, City Recorder/Special Projects Coordinator, Peggy Hawker, developed a survey to identify interest and contacts/networks of each of the members of the advisory committee. A sub-committee was formed to review this information, and to provide a report to the committee on the various areas of interest as they align with the Tier 1 strategies of the vision. This information is provided as a separate report as part of this agenda packet. It was suggested that sub-committees be created focusing around each of the Tier 1 strategies based on the network and interests of the advisory committee members. The subcommittees could conceptually evaluate each of the Tier 1 strategies to identify the various stakeholders, and play a role in bringing together the stakeholders to discuss the strategies, and then report on progress relating to implementation of the strategies by each stakeholder.

The Vision 2040 Advisory Committee should discuss this concept, refine it, and come to a determination on what structure would be best to move forward with the key strategies.

### **Key Strategy Implementation:**

The Catalytic Community Concept recommends that the first task to implement change should start with an analysis of four (4) areas that impact a particular strategy. This includes the following:

- (1) Physical assets - what property, meeting places, vehicles, equipment, etc., are available today to work towards the implementation of a strategy,
- (2) Networks - what sorts of informal and formal networks are available to facilitate strategy implementation, such as advisory committees, service organizations, Facebook groups, LinkedIn, donor networks, etc.
- (3) Institutions - what types of institutions are key towards the implementation of a strategy including the city, county, port, school district, community college, universities, foundations, state and federal government, etc.
- (4) Skills - what skills are possessed in the community to work towards the implementation of a key strategy.

The Catalytic Community Concept then suggests that action steps be identified for a thirty day, sixty day, and ninety day period in order to move this concept forward. These should be very achievable steps. It is important not to overreach at this state of the planning process. Accomplishing these achievable steps will provide greater confidence of our ability to implement the aspirations of the community identified in the Vision 2040 Advisory Committee.

I would request that the advisory committee discuss this type of process, and determine whether it is appropriate for us to proceed along these lines, and if so, refine the process as the committee feels is appropriate.

**Conclusion:**

After participating in this effort, I believe it is a good model that will help the 2040 Vision Committee fulfill its role to serve as the catalyst to help the greater Newport area achieve the aspirational visions identified in the 2040 Vision Plan.

I look forward to discussing these concepts at the October 2, 2018, committee meeting.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Spencer Nebel". The signature is written in a cursive, flowing style.

Spencer Nebel  
City Manager

# 90-DAY ACTION PLAN

*Assets Area*

30-Day Action Steps	Lead	Collaborators	Resources Needed	Success Indicator	Done
<u>Action 1:</u>					<input type="checkbox"/>
<u>Action 2:</u>					<input type="checkbox"/>
<u>Action 3:</u>			<i>Assets Area</i>		<input type="checkbox"/>
60-Day Action Steps	Lead	Collaborators	Resources-Needed	Success Indicator	Done
<u>Action 1:</u>					<input type="checkbox"/>
<u>Action 2:</u>					<input type="checkbox"/>
<u>Action 3:</u>			<i>Asset Avalal</i>		<input type="checkbox"/>
90-Day Action Steps	Lead	Collaborators	Resources-Needed	Success Indicator	Done
<u>Action 1:</u>					<input type="checkbox"/>
<u>Action 2:</u>					<input type="checkbox"/>
<u>Action 3:</u>					<input type="checkbox"/>

## Problem reversal

*"We can't solve problems by using the same kind of thinking we used when we created them." Albert Einstein*

*"Creativity suffuses business. It's the entrepreneurial spark that finds a solution to a problem, meets a need or fills a gap in the lives of people." Creative & Cultural Skills/Counterpoint, 2009, After the Crunch*

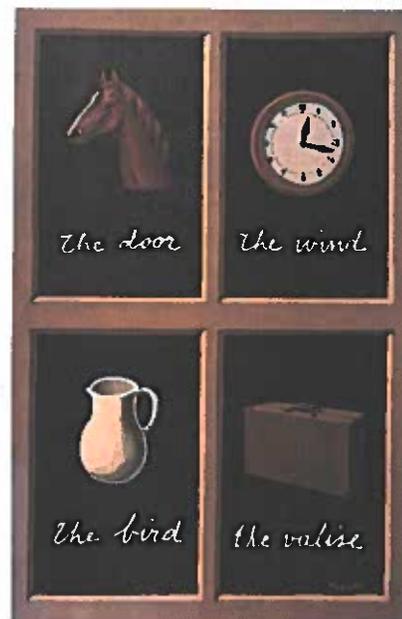
### The big idea

Problem reversal focuses on solving an identified problem by turning it on its head and encouraging you to think about it differently. One well-known example of a practical problem reversal is the police 'sting' operation. In a 'sting', known criminals are selected and told they have won a prize, and are then personally invited to an event to collect their 'prize'. Once the unsuspecting guests arrive, they are duly arrested. Instead of defining the problem in terms of how to go and catch offenders, the police asked how might they get the offenders to come to them.

### Purpose

In many cases, the problem definition is what limits our ability to generate new ideas. The meaning of the words or their order can put blocks on our thinking. Taking a problem and reframing it in terms of its opposite can change the direction of your thought and generate new solutions. It can throw people slightly off balance and into the unexpected, getting the creative juices flowing.

In his *Key to Dreams*, Magritte causes us to ask new questions: some of the labels and their associations we recognise but others are disconcerting. He has caused us to consider again what we are looking at and what it means.



*Key to Dreams, Rene Magritte (1935)*

## The tool

The following are the basic steps for using the reversal technique:

1. State the problem as originally defined
2. Reverse the direction of the problem in any way possible. The nature of the reversal is not as important as rearranging the information about the problem
3. State the new problem and explore its implications
4. Continue reversing the problem until an agreed solution is found

To give an example, your problem might be how to improve customer satisfaction. The reversed problem would be how to really put customers off.

Ideas on how to upset customers could be:

- Open at inconvenient times
- Don't provide any information on your products or services
- Don't answer the telephones
- Employ rude and disinterested staff

Now you can reverse some of the answers and see what they offer you in terms of possible solutions. You might decide to introduce new working times to make yourself more convenient than your competitors.

## Take the next step

Think of a recent problem you have solved. Try the reversal technique on it now. Does it support your solution or does it suggest some new ideas?

## Top tips

- Try the most outrageous reversal you can think of
- Open up your thinking as much as you can and try not to censor yourself or others
- If the first reversal does not produce a practical solution, try a different slant

- Are you working with others to make things better in your rural community?
- Are you energized to move your community efforts work forward?
- Are you looking for additional resources and partners?

If so, the Ford Institute for Community Building wants to learn about your work and explore ways to support your efforts.

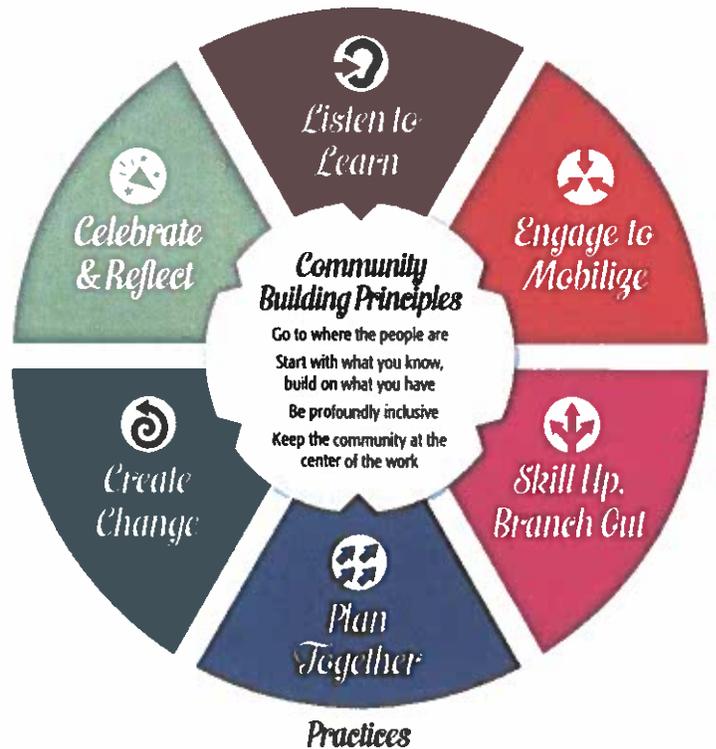
**WHAT WE DO:**

The Ford Institute for Community Building helps foster vital rural communities in Oregon and Siskiyou County, Calif., by supporting residents and groups building their community's future. We work with communities as they deepen connections, strengthen capacity and take community-led action. The Ford Institute follows the Community Building Principles and Practices outlined in our Community Building Approach.

**EXAMPLES OF WORK WE SUPPORT:**

**Deepening community CONNECTIONS:**

- Community conversations in Sisters, Oregon, around community differences. Supported coaching and funding for events and coordination.
- Latino community engagement in Malheur County. Supported coaching and funding for materials and facilitation in Spanish.



**Strengthening community CAPACITY:**

- Trainings in Scott Valley, Calif., to build resident ability to address economic challenges and opportunities. Supported funding and coaching.
- Latino community group in Molalla, Oregon, learning to share its voice to local government. Supported coaching [and training.

**Taking community-led ACTION:**

- The Klamath Basin organizing five rural communities to come together as one for stronger economic development. Supported coaching and funding for coordination.
- Implementation of the Illinois Valley's 2020 vision and strategic plan. Supported coaching and funding for planning, coordination and evaluation.

**WHOM WE WORK WITH:**

We work directly with people like you: rural residents and organizations at all stages of their community work. Groups who build on community energy, generate momentum, create hope, work inclusively and across sectors to make good things happen. These efforts include work on big or small projects, ones that are well established or just getting started, ones that look at just one part of community life and others that are comprehensive. It's all important community building work and we see everyone as community builders.

**RESOURCES WE CAN PROVIDE:**

We can help support your efforts through coaching and mentoring, connecting you to related efforts and resources, providing funding for your gatherings, coordination, trainings, communications and more. We also can help connect you with other departments and programs from The Ford Family Foundation.

**IF YOU ARE INTERESTED:**

Share a bit about the community building effort you are working on with us via email or phone, and we'll figure it out together. Just give us a short description of what you are up to and why it feels important. That's all it takes. From there, we'll learn, plan and develop next steps together.

**TO GET STARTED:**

Contact a Ford Institute staff member you already know or reach out to

**Yvette Rhodes**  
**Ford Institute Program Associate**  
**(541) 957-2571**  
**yrhodes@tfff.org**

The Ford Institute for Community Building is one of five departments of The Ford Family Foundation.

Ford Institute for Community Building	Community Economic Development
Children, Youth and Families	Postsecondary Success (including scholarships)
	Visual Arts

The Ford Institute is well known for the **Ford Institute Leadership Program**, which launched in 2003 with a goal of reaching 5,000 community leaders in 80 hubs around rural Oregon and Siskiyou County, Calif. The goal was exceeded 13 years later — 6,000 graduates in 88 community hubs. In 2016, the Ford Institute began to transition from leadership development to community development.



**The Ford Family Foundation**  
1600 NW Stewart Parkway | Roseburg, OR 97471  
(541) 957-5574 | [www.tfff.org](http://www.tfff.org)

## Spencer Nebel

---

**From:** Roy Kinion <[rkinion@co.lincoln.or.us](mailto:rkinion@co.lincoln.or.us)>  
**Sent:** Wednesday, September 12, 2018 11:50 AM  
**To:** Derrick Tokos; Spencer Nebel  
**Subject:** Schedule for Jump Off Joe Vacation Petition

Our report to the Board will occur on October 17th.

The notification to adjacent property owners and others will be mailed on October 31st.

Publication of the hearing notice will got out on Nov. 9th and the 30th.

The physical posting notice will be Nov.10th.

The Board will open the public hearing on December 5th.

Let me know if you need anything else.

Roy L. Kinion  
Public Works Director  
Lincoln County, Oregon  
541-574-1211  
[rkinion@co.lincoln.or.us](mailto:rkinion@co.lincoln.or.us)



# Oregon

Governor Kate Brown

## Housing and Community Services

North Mall Office Building  
725 Summer St NE, Suite B  
Salem, OR 97301-1266  
PHONE: (503) 986-2000  
FAX: (503) 986-2020  
TTY: (503) 986-2100  
[www.ohcs.oregon.gov](http://www.ohcs.oregon.gov)

September 1, 2018



Dear Local Government Partner:

**This letter is to inform you of the requirements of HB 4006, passed during the 2018 Legislative Session, and to provide advance notice of upcoming reporting requirements for cities with populations over 10,000, and cities with populations over 10,000 where at least 25% of renter households are paying more than 50% of household income on gross rent.** This letter has been sent to the mayor and city administrative staff for all cities with populations over 10,000.

Oregon Housing and Community Services (OHCS) and the Department of Land Conservation and Development (DLCD) are working collaboratively to implement HB 4006. HB 4006 is focused on addressing "rent burdened" households. While the requirements of HB 4006 are directed at cities with populations over 10,000, all cities are allowed to participate. Please review the attached materials for more detailed information, and for a list of cities impacted by this legislation.

### **Severely Rent Burdened Households**

Under HB 4006, OHCS will provide data each year to cities with populations over 10,000 that shows the percentage of renter households that are severely rent burdened. Severely rent burdened is defined as when a household pays more than 50 percent of the household income on gross rent for housing. A "severely rent burdened city" is a city where at least 25% of renter households are paying more than 50% of household income on gross rent.

### **Notice of Upcoming Reporting Requirements under HB 4006**

#### **Severely Rent Burdened Cities**

Cities with populations over 10,000 and where at least 25% of renter households are severely rent burdened are required to:

1. Complete and return a survey within 60 days of receiving notification from OHCS on **October 1, 2018**.
2. Convene a public meeting by **December 31, 2018** to discuss:
  - a. The causes and consequences of severe rent burdens within the city;
  - b. The barriers to reducing rent burdens; and
  - c. Possible solutions to reduce the rent burdened households within the city.
3. Submit the public meeting agenda together with a list of attendees, their affiliation and geographic location within the city, to OHCS by February 1, 2019.



**All Cities with Populations Over 10,000**

All cities with populations over 10,000 (not just severely rent burdened) are required to report annual building permit data to OHCS and DLCD by **February 1, 2019**. Data shall be from the preceding calendar year and include the total number of units that were permitted, and the total number of dwelling units that were produced for multifamily residential units and single family residential units – both regulated and market rate developments.

*DLCD and OHCS will host an informational webinar in September to provide guidance to affected cities and answer questions.*

For more information please contact:

Gordon Howard, Community Services Division Manager  
Oregon Dept. of Land Conservation and Development  
Gordon.Howard@state.or.us  
(503) 934-0034

Kim Travis, Housing Integrator  
Oregon Housing and Community Services  
Kim.Travis@oregon.gov  
(503) 428-3843

Attachments: HB 4006, Severely Rent Burdened Communities data

**Enrolled**  
**House Bill 4006**

Sponsored by Representative KOTEK, Representatives ALONSO LEON, DOHERTY, KENY-GUYER,  
NOSSE, SMITH WARNER, Senator JOHNSON (Pre-session filed.)

CHAPTER .....

AN ACT

Relating to housing; and declaring an emergency.

**Be It Enacted by the People of the State of Oregon:**

**SECTION 1. (1) For purposes of this section:**

(a) A household is severely rent burdened if the household spends more than 50 percent of the income of the household on gross rent for housing.

(b) A regulated affordable unit is a residential unit subject to a regulatory agreement that runs with the land and that requires affordability for an established income level for a defined period of time.

(c) A single-family unit may be rented or owned by a household and includes single-family homes, duplexes, townhomes, row homes and mobile homes.

(2)(a) The Housing and Community Services Department shall annually provide to the governing body of each city in this state with a population greater than 10,000 the most current data available from the United States Census Bureau, or any other source the department considers at least as reliable, showing the percentage of renter households in the city that are severely rent burdened.

(b) The Housing and Community Services Department, in collaboration with the Department of Land Conservation and Development, shall develop a survey form on which the governing body of a city may provide specific information related to the affordability of housing within the city, including, but not limited to:

(A) The actions relating to land use and other related matters that the governing body has taken to increase the affordability of housing and reduce rent burdens for severely rent burdened households; and

(B) The additional actions the governing body intends to take to reduce rent burdens for severely rent burdened households.

(c) If the Housing and Community Services Department determines that at least 25 percent of the renter households in a city are severely rent burdened, the department shall provide the governing body of the city with the survey form developed pursuant to paragraph (b) of this subsection.

(d) The governing body of the city shall return the completed survey form to the Housing and Community Services Department and the Department of Land Conservation and Development within 60 days of receipt.

(3)(a) In any year in which the governing body of a city is informed under this section that at least 25 percent of the renter households in the city are severely rent burdened, the

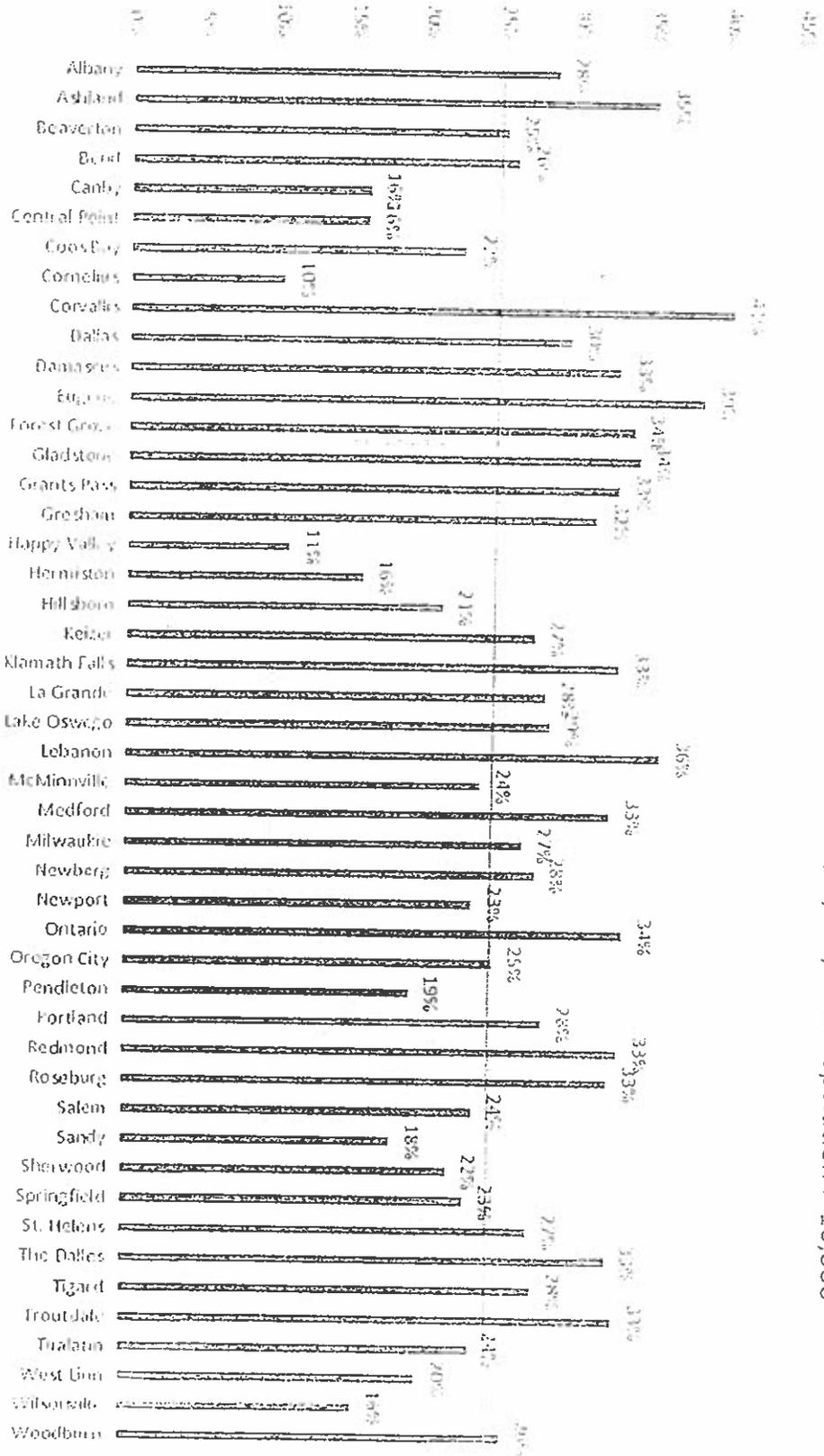
### Severe Rent Burden in Oregon (2016)

Severe rent burden by City (population >10,000): Share of households that spend more than 50 percent of income on rent

City	% Severely Rent Burdened	Population	Severely Rent Burdened	Total Renter Households
Albany	28%	51,919	2,179	7,649
Ashland	35%	21,002	1,472	4,178
Beaverton	25%	94,865	4,884	19,394
Bend	26%	84,416	3,485	13,429
Canby	16%	17,218	323	2,007
Central Point	16%	17,793	380	2,373
Coos Bay	22%	16,129	594	2,642
Cornelius	10%	12,241	83	797
Corvallis	41%	55,766	4,593	11,337
Dallas	30%	15,175	594	2,002
Damascus	33%	10,842	101	306
Eugene	39%	161,649	12,322	31,877
Forest Grove	34%	23,214	1,044	3,076
Gladstone	34%	11,850	628	1,827
Grants Pass	33%	36,776	2,262	6,849
Gresham	32%	110,042	5,624	17,833
Happy Valley	11%	17,474	83	755
Hermiston	16%	17,150	387	2,423
Hillsboro	21%	100,462	3,575	16,800
Keizer	27%	37,497	1,402	5,104
Klamath Falls	33%	21,322	1,605	4,841
La Grande	28%	13,079	673	2,384
Lake Oswego	29%	38,065	1,426	5,001
Lebanon	36%	16,162	1,023	2,843
McMinnville	24%	33,724	1,194	4,987
Medford	33%	78,856	4,585	14,043
Milwaukie	27%	20,643	940	3,510
Newberg	28%	22,749	790	2,853
Newport	23%	10,139	499	2,130
Ontario	34%	11,045	703	2,092
Oregon City	25%	35,057	1,016	4,077
Pendleton	19%	16,861	494	2,555
Portland	28%	620,589	32,369	114,657
Redmond	33%	27,998	1,633	4,889
Roseburg	33%	22,201	1,297	3,963
Salem	24%	161,975	6,222	26,300
Sandy	18%	10,369	223	1,225
Sherwood	22%	18,965	345	1,567
Springfield	23%	60,611	2,613	11,290
St. Helens	27%	13,169	474	1,729
The Dalles	33%	15,276	700	2,137
Tigard	28%	50,787	2,212	7,962
Troutdale	33%	16,535	718	2,154
Tualatin	24%	27,024	1,119	4,734
West Linn	20%	26,242	454	2,256
Wilsonville	16%	21,814	760	4,791
Woodburn	26%	24,765	763	2,951

Source: U.S. Census Bureau, 2012-2016 5-Year American Community Survey Estimates

Share of Renter Households with Severe Rent Burden, by City with Population > 10,000







# **DECEMBER 3-4, 2018**

# **OREGON**

# **TSUNAMI**

# **CONFERENCE**

**Join us for this great conference!**

Join your fellow professionals for a day and half at the 2018 Oregon Tsunami Conference being held December 3-4, 2018 at the Center for Health Education, 740 SW 9th St, Newport, OR 97365. Speakers will address the science and hazard of the Cascadia Subduction Zone. Breakout sessions will offer an opportunity to dive deep into topics and give you an action plan for your community.

**Informative**

**Sessions on:**

—  
**Response and  
recovery**

—  
**Mitigation funding**

—  
**Education and  
Outreach**

—  
**Land use planning  
and economic  
issues**

—  
**Policy making**

**REGISTER AT:**

<http://bit.ly/OregonTsunami>

For more information  
contact:

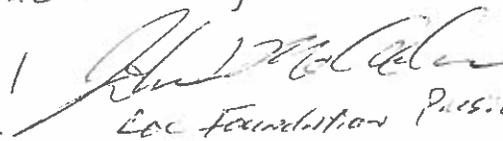
Althea Rizzo

[Althea.rizzo@state.or.us](mailto:Althea.rizzo@state.or.us)

Hon. Mayor Koumagnou

Thank you & your city for the  
wonderful gift to the LOC Foundation  
You're helping Elected Officials Get  
The TRAINING They need to make  
Their cities Better -

You are making a Difference -

Thanks!   
LOC Foundation President

# League of Oregon Cities Foundation



1201 Court St. NE, Suite 200 • Salem, Oregon 97301 • (503) 588-6550 • (800) 452-0338 • Fax: (503) 399-4863  
www.orcities.org

August 27, 2018

City of Newport  
Mayor and City Council  
169 SW Coast Hwy  
Newport, OR 97365

Dear Mayor and City Council:

Thank you for your generous donation to the LOC Foundation. I am enclosing a receipt with the tax exempt information for your tax records.

On behalf of the League of Oregon Cities, the LOC Foundation and city leaders throughout Oregon, I would like to express our appreciation. You can be sure that this contribution will be put to good use serving cities in Oregon.

Sincerely,

A handwritten signature in black ink, appearing to read "Mike Cully", with a long horizontal flourish extending to the right.

Mike Cully  
LOC Executive Director

**LOC Foundation**  
1201 Court St NE Ste  
Salem, OR 97301  
503-588-6550  
JJOHNSON-  
DAVIS@ORCITIES.ORG

**BILL TO**  
City of Newport  
169 SW Coast Hwy  
Newport, OR 97365

**SALES RECEIPT 6**

DATE 08/16/2018

PMT METHOD Check

ACTIVITY	QTY	RATE	AMOUNT
<b>Foundation</b> Thank you for your Contribution to the LOC Foundation	1	510.75	510.75
Tax exempt: 30-0210856			

**TOTAL** 510.75

**TOTAL DUE** \$0.00