



CITY OF YACHATS

CITY COUNCIL SPECIAL MEETING – GOAL SETTING

January 9, 2020

Draft Minutes

I. Meeting Call to Order

Mayor W. John Moore called the January 9, 2019 special meeting of the City Council to order at 10:00 am in Room 8 of the Yachats Commons. Council members present: W. John Moore, Max Glenn, Jim Tooke, and Leslie Vaaler. Absent: James Kerti. Staff present: City Manager Shannon Beaucaire, Rick McClung, Dave Baldwin, Kimmie Jackson and Facilities Manager Heather Hoen. Others: Facilitator Sara Wilson. Audience: 6.

II. Introduction

MM stated this was a great opportunity to chart the course for the City in the coming year. We must commit to work together as a body to achieve the goals we set. He noted no one individual makes decisions for the Council and that it takes compromising to reach a consensus. He hoped they could learn to respect individual differences outside of meetings. He stated Yachats is special and fantastic place to live.

Facilitator Sara Wilson stated she does strategic planning and community planning work. She sees herself as a local government nerd and her grandfather was a City Councilor. She has many family members in public service. She has worked for and with governments in her career, and her passion was with the community building work.

Wilson indicated she interviewed each Councilor to get their input on what they wanted to achieve. She reviewed the desired outcomes:

1. Understanding of priorities
2. Realistic and achievable list of goals and priorities
3. Cohesive and collaborative team
4. Clear understanding of the policy-administration dichotomy

Wilson indicated they needed to center themselves and she likes to start the session with meditation. Wilson expressed her gratitude for being present today and posited the intention of figuring out how to work together. She suggested they consider their strengths, passions, respect differences, find common ground, make most of positive their intentions. She recommended participants take a deep breath if find themselves getting in to a challenging spot.

A. Warm up exercise

1 Wilson explained she does graphic facilitation and what purpose visual presentation serves. She
2 stated this exercise was a good way to get to know one another. Each Councilor and the City
3 Manager drew themselves and answered the following questions:

- 4 1. What is your greatest strength?
- 5 2. What is your intention?
- 6 3. What is your passion?
- 7 4. What is challenging you?
- 8 5. What is something you are excited about?
- 9 6. What is something fun and interesting about yourself?

10
11 Councilor Tooke:

12 Greatest Strength: doesn't take self seriously; knows things are not always as they appear
13 Intention: having a learning experience
14 Challenge: divisiveness; people not understanding "enlightened" self-interest
15 Excited About: tries to curb his enthusiasm
16 Interesting/Fun Fact: Loves reading, recommends book, Surveillance Capitalism

17
18 Councilor Glenn:

19 Greatest Strength: his life experience; working with small communities
20 Intention: building working team with trust; setting realistic goals
21 Passion: people and community
22 Challenge: dealing with transition; seeing hurtful divisiveness; secret interactions
23 Excited About: opportunity today
24 Interesting/Fun Fact: being Santa, showing pigs at State Fair and having a champion
25 Berkshire

26
27 Mayor Moore:

28 Greatest Strength: listening; global perspective
29 Intention: reaching agreement on achievable, meaningful goals
30 Passion: serving the community
31 Challenge: divisiveness; people promoting own agenda at expense of community
32 Excited About: opportunity to serve
33 Interesting/Fun Fact: during college, accidentally joined in presidential motorcade in
34 Paris, France

35
36 Councilor Vaaler:

37 Greatest Strength: work hard; not easily discouraged
38 Intention: to listen, think, and do what she thinks is right
39 Passion: family and friends
40 Challenge: erosion of the democratic process
41 Excited About: living in Yachats and helping the community; walking; having a studio in
42 her house
43 Interesting/Fun Fact: pastel painting; capturing essence of her father in painting

44
45 Manager Beaucaire:

46 Greatest Strength: organization
47 Intention: provide excellent support to community and to Council

1 Passion: public service; animals; environment; community
2 Challenge: staying organized amidst so many projects going on
3 Excited About: future of Yachats
4 Interesting/Fun Fact: listening to Brené Brown leadership tapes; fostering puppies;
5 working with Victory Dogs; hiking state parks by herself;
6

7 Wilson indicated this workshop was a journey and she wanted to set ground rules. Participants
8 established the following ground rules:

- 9 1. Make sure all comments are respectful and focused on outcomes
- 10 2. Be polite
- 11 3. Allow for discussion and meaningful exchange
- 12 4. Not speaking over others and speaking clearly
- 13 5. Recognize everyone is human; seek clarification not positions; be curious

15 **III. Environmental Scan**

16 **A. Recognizing Accomplishments**

17 Wilson asked participants to write one accomplishment per sticky note. Participants identified:

- 18 · Getting county to do extra things on Oceanview Drive
- 19 · New financial software
- 20 · New website
- 21 · Updating the City Charter
- 22 · Transition to City Manager form of government
- 23 · Developing vacation rental ordinance
- 24 · Increased revenues
- 25 · Having Oceanview Drive be one-way
- 26 · Chose manager for successful Farmer's Market
- 27 · Completion of South Tank
- 28 · Progress on Library, Little Log Church, and City Hall
- 29 · Increased collaboration on budget process
- 30 · Utility billing upgrade
- 31 · Staff team working together
- 32 · Updating Council and Commission Rules
- 33 · Better dialog
- 34 · Work of volunteers and contractors

35
36 McClung, Buckwald, Hoen and Jackson added:

- 37 · Better working as a team
- 38 · Accomplishing a lot of small projects, including facility improvements
- 39 · Better working environment

40
41 Audience added:

- 42 - Hiring a code enforcer

44 **B. Project Updates**

45 Manager Beaucaire indicated she wanted to put together a list of big projects the team is working
46 on and decided to stop when she got to 30. Buckwald noted the Public Works projects on the list
47

1 were in addition to their normal operations. McClung indicated Manager Beaucaire asked him to
2 put more time into project management and finding grants. He summarized they had obtained
3 over \$200,000 in grants, completed \$500,000 in projects, and have done better quality projects.
4

5 Manager Beaucaire reviewed some of the other projects on her list. Glenn noted they have
6 realized that a Councilor's role involves more than two meetings per month. He also noted
7 Council was learning to focus on policy and to allow staff to do their work. Vaaler suggested
8 that listening to constituents and learning to bring out their voices was most critical.
9

10 **C. SPOT Analysis**

11 Wilson explained that the SPOT (Strengths, Problems, Opportunities, Threats) analysis was to
12 help understand their situation. She had participants identify items for each category.
13

14 1. Strengths – can lead to opportunities

15 Hardworking, competent volunteers
16 Retired people with more time
17 Beautiful scenery
18 Tourism destination, popular place to visit
19 Business community relates to tourists
20 Friendly people
21 Highly educated community
22 Caring and welcoming community
23 Spirit of Volunteers
24 Engaged Community
25 Very actively involved community
26 Volunteerism
27 True love for this community
28

29 2. Problems – can lead to opportunities

30 Limited capacity and resources; limited revenues; limited ability to increase revenue (6)
31 Difficulty with enforcement of ordinances (2)
32 Problems with utility billing (0)
33 Erosion of community trust (4)
34 Single industry; possible downturn in tourism (0)
35 Self-interest agendas contributing to divisiveness (0)
36 Need more volunteers and to involve more young people (1)
37 Housing affordability (3)
38 Lack of living wage jobs (0)
39

40 3. Threats – if not addressed, can turn into problems

41 Natural disasters (1)
42 Divisiveness (1)
43 Limited resources (time, money, capacity) leading to burnout; limited staff resources (5)
44 Scattered focus leading to decreasing quality of projects or appearance of not
45 accomplishing (2)
46 Reliance on social media as a primary form of communication (2)
47 Limited egress (0)

- 1 Losing volunteers for not being respected or having contributions acted upon (1)
- 2 Unfinished organization and staffing (4)
- 3 Focusing on positions rather than underlying interests - insisting it be a certain way (0)
- 4 Impact of climate change (0)

5
6 **4. Opportunities**

- 7 Opportunity to listen to citizens (4) - Increase dialogue with resolve, town halls, etc. (2) -
- 8 More inclusiveness leads to better solutions and broader thinking (2) – Social media
- 9 (0) (Total = 8)
- 10 Opportunity to make Ocean View Drive really special (1)
- 11 Growth in improvements to increase service (1)
- 12 Opportunity to address water challenges (2)
- 13 New business opportunities for young people working from home (4)

14
15 Wilson gave each participant two red dots for each of the Problems, Threats and Opportunities
16 sections to identify the items they think are most important to focus on (noted by number in
17 parenthesis above).

18
19 **IV. Goal Setting Discussion**

20 **A. Idea Mapping**

21 Wilson had participants break into two groups to brainstorm goals at 11:45 am to resume group
22 discussion at 12:45 pm.

23
24 The following categories/goals were identified from brainstorming and from letters from
25 Jacqueline Danos, Linda Johnson, and View the Future:

26
27 1. Community Engagement

- 28 - Broaden Oceanview Drive project to include enhancements and more community
- 29 involvement (3)
- 30 - Create Citizens Involvement Committee (0)
- 31 - Explore engagement tools: town halls, website suggestion box, office suggestion box,
- 32 social media, post office suggestion box, coffee gathering, monthly meetings with
- 33 individual councilors, city manager meetings (3)
- 34 - Explore how to get people to come to talk to Council. Social media is very limiting
- 35 here (0)
- 36 - Accommodate those who don't want to speak in front of others, can't make meetings, or
- 37 don't live here (0)

38
39 2. Fiscal Sustainability and Overall Enhancement

- 40 - Increasing alternative revenue sources (3)
- 41 - Investigate home businesses with fees to generate income (0)
- 42 - Public-private partnerships, working with universities on marketing (2)
- 43 - Smooth tourism revenues (0)
- 44 - Events throughout the year (0)
- 45 - Workshops (0)
- 46 - Outdoor activities: kayak rentals, guided tours, arts (0)

1 3. Emergency Preparedness

- 2 - Address ingress/egress in event of an emergency (0)
- 3 - Signage for evacuation escape routes (0)
- 4 - Federal funding to upgrade forest service roads in government collaboration (3)

6 4. Water

- 7 - Develop a source water protection plan (0)
- 8 - Savings fund for water security (2)
- 9 - Communicate with residents about water issues (0)
- 10 - Education on water conservation – new development and in general (0)

12 5. Livability

- 13 - More livable for all ages, especially seniors (0)
- 14 - Parking – more spaces in downtown, commercial corridor (2)
- 15 - Opportunities for healthy activities (0)
- 16 - Transportation Safety Plan and parking analysis (1)

18 6. Facilities

- 19 - Plan for Commons Building and surrounding area (1)

21 7. Other Ongoing Processes

- 22 - More Communication with Planning Commission and expand what Planning
- 23 Commission does (0)
- 24 - More dialog between Planning Commission and Council (0)

26 Wilson had participants post dots on their priorities (shown in parentheses above). Wilson
 27 encouraged participants to look back at their strengths to figure out how to achieve their
 28 priorities. Vaaler asked Wilson to note any grant possibilities for reaching these goals as she
 29 prepares her report.

31 **V. Team Roles**

32 Wilson reviewed the three basic forms of government: commission (e.g., Portland), mayor-
 33 council (e.g., Beaverton), council-manager (e.g., Yachats).

35 Wilson stated that what gets accomplished is that which is politically acceptable and
 36 administratively attainable. She noted politics is negotiation and compromise and it was best to
 37 deploy your strengths in a way that others value. She stated there must be communication in a
 38 way that shows the other’s opinion is valued. She asserted partnership and trust is necessary to
 39 bridge the gap between policy and administration.

41 **A. Theory**

42 Roles:

43 **Council**

- 44 - Sets “the what”
- 45 - Represents constituents and keep
- 46 staff informed
- 47 - Sets goals, priorities and direction

Staff

- Determines “the how”
- Provides advice and technical
- expertise
- Aligns goals with resources

1 - Approve contracts and budget

- Carry out projects and programs

2
3 Expectations:

4 Council must:

5 - Make decisions

6 - Ask questions

7 - Act as one body

8 - Partnership with staff

9 - Communicate with City Manager

Staff must:

- Have technical expertise

- Provide neutral advice

- High-performing organization

- Partnership with Council

- Keep Council informed

10
11 Wilson said getting to know someone is a good way to establish trust. Wilson highlighted how
12 hard making a decision can be.

13
14 **B. Questions/Discussion about Roles**

15 1. Manager Beaucaire asked how involved Council should be with contracts as she did not want
16 them to have to get bogged down in details or to approve every \$800 contract? Wilson indicated
17 that there is often a statement in Council Rules that gives the City Manager the right to sign
18 contracts below a specified dollar level. Glenn stated he was more interested in seeing the RFP
19 than approving the contract. Manager Beaucaire noted that her team members can feel that their
20 hands are tied because everything has to go back to Council if she does not have some authority
21 to sign. Vaaler clarified that Wilson was recommending setting a dollar amount threshold for
22 allowing the City Manager to approve contracts. Mayor Moore suggested they look back
23 through records to see what the previous manager, Joan Davies, had negotiated on approval of
24 contracts.

25
26 2. Vaaler asked about the appropriate level of detail in involvement with the Budget Committee.
27 Wilson explained how the budget committees work in other cities. Wilson noted that larger
28 cities generally cannot get into great detail with budgets. Vaaler asked about the breakdown for
29 something like professional services. Wilson suggested that might break down by the size of the
30 contract. Vaaler clarified that Wilson was recommending setting a dollar amount threshold for
31 allowing the City Manager to approve contracts. Mayor Moore suggested they look back
32 through records to see what the previous manager, Joan Davies, had negotiated on approval of
33 contracts.

34
35 3. Manager Beaucaire asked for elaboration on how Council supports a decision as one body,
36 even if one did not vote in favor of the decision. Wilson suggested not supporting a decision
37 would cause divisiveness. Glenn recalled he formerly made up his mind before coming to a
38 Council meeting and now he comes with his research to form his decision during the meeting.

39
40 4. Tooke noted that the ethics rules are cumbersome and frustrating in that he can only talk about
41 one issue to one Councilor. Wilson suggested Councilors send their questions to the City
42 Manager prior to meetings. Wilson also stated there were ways to gather all the information
43 prior to a meeting to facilitate a good discussion.

44
45 5. Vaaler recalled that the Council has previously made a decision and later reversed it. She
46 noted if a person was to bring up an issue that was previously decided, that person could be
47 viewed as going against the body. Mayor Moore stated that a reason to reintroduce a decision

1 could be if there was new information. Tooke clarified that he has the ability to ask the City
2 Manager to put an item on the agenda. Glenn stated that that if he were the lone negative vote on
3 a decision, he did not think he should go out into the community indicating he was the negative
4 vote.

5
6 6. Wilson stated Councilors might still be adjusting to different policies and procedures around
7 the manager-council form of government. Manager Beaucaire noted there might still be
8 expectations about the way things were formerly handled and how agendas and procedures are
9 done now.

10
11 7. Tooke asked about partnership with staff, noting that they are not to direct staff. Wilson
12 indicated it was more that they must trust each other.

13 14 **VI. Wrap Up**

15 Wilson asked participants to reflect on how they will contribute to the body's effectiveness and
16 what they would do differently going forward.

17
18 Mayor Moore

19 Contribution: As he tends to focus on global perspective and cutting through to get to
20 heart of matter before other people do, he needs to back off.

21 Do Differently: In addition of focusing on goals, he needs to back off and be more
22 approachable along the way in order to enhance communication with others.

23
24 Tooke

25 Contribution: He can try to find middle ground and cohesiveness, noting he struggles
26 with divisiveness and emotional responses.

27 Do Differently: He could communicate with fellow Councilors better.

28
29 Vaaler

30 Contribution: She puts in a lot of time for researching issues, she asks the right questions,
31 and she has independent views to add perspective to a matter.

32 Do Differently: She can think more about each member's strengths and others'
33 perspectives.

34
35 Glenn

36 Contribution: He contributes historical context and optimism and stress importance of
37 group decisions

38 Do Differently: He can listen more carefully and to clarify by asking questions. He can
39 give up listening to whispers and trust what people say.

40 41 **A. Team Commitment**

42 Wilson helped participants summarize their commitment to each other and concluded:

43 1. Work on better communication

44 - Think through questions in advance

45 - Work to understand each other's perspectives, both in and outside Council
46 meetings

1 2. Evaluate opportunities for special work sessions

- 2 - Have special work sessions to focus on a particular issue
3 - Possibly have very short additional meetings
4

5 3. Focus on policy and trust that the City Manager/Staff will do the work

6 Vaaler noted they might still have some disagreement on what falls under policy versus
7 administration. Mayor Moore suggested Wilson's diagram will summed up the dichotomy.
8

9 4. Provide tentative agenda for next meeting at meetings

- 10 - Allow Councilors to better prepare
11 - Allow Councilors to talk to citizens
12

13 Mayor Moore explained how having a draft agenda as part of a meeting packet was dropped,
14 noting no one stated they missed it. He noted that he, the City Manager, and the Council
15 President meet two weeks before a meeting to set the agenda. Manager Beaucaire asked
16 Councilors how comfortable Councilors were on giving their agenda ideas to the Mayor or
17 Council President or raising the topic at a Council meeting. Mayor Moore indicated he had not
18 received suggestions. Vaaler stated she had called the Mayor to suggest an item.
19

20 Glenn had concerns about Councilors talking to people about the agenda in advance. He believed
21 the agenda should only be posted. He did not see his role as going around asking people what
22 they think about specific agenda items. Wilson suggested Council could discuss this matter
23 further when they talk about communications.
24

25 Mayor Moore thanked Wilson and stated he did not think they would have gotten as far as they
26 have without Wilson's help.
27

28 Wilson explained she will prepare a summary memorandum of what was discussed today and her
29 recommendations for the City Manager. Vaaler clarified all Councilors would get a copy of
30 Wilson's report.
31

32 Mayor Moore adjourned the meeting at 3:01 pm.
33
34
35
36

37 ATTEST:
38
39

40 _____
41 W. JOHN MOORE, Mayor
42

40 _____
41 Shannon Beaucaire, City Manager
42

43 _____
44 Date
45
46